TLOKWE  CITY COUNCIL

DRAFT

IDP REVIEW 2009 – 2010

(NW 402)

2009 – 2010

FINANCIAL YEAR
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EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

1.1 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.

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 Matlosana, 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 (Venterdorp) 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 and 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 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.

1.2 POPULATION

In terms of answering the question “Who are we?”, the following is noted:

According to the 2007 Community Survey, Tlokwe City Council has a total population of 124,351 people. The population according to the 2001 census was 128,353, this shows it has decreased by 4,002 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 Tlokwe City Council 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)
In terms of the various statistics for the Municipality, Statistics South Africa (Stats SA) undertook a Census nation-wide in 2001 and it has been felt in many cases that the figures generated were inaccurate. Stats SA also announced that it will not be undertaking a Census until 2010 which compounds the problem of inaccurate population figures informing development decision which compounds the problem of inaccurate population figures informing developments decisions.

Regarding household size, the national census indicates that during the period 2001 to 2007, the number of households in Tlokwe City Council has increased from 32 038 to 35 524. A sample socio-economic survey, commissioned by the Tlokwe City Council, indicates an urban average household size of 4.2 (Potchefstroom City Council 2004), this can only be interpreted by assuming that the household size is decreasing further, probably to two or three persons.

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

*Table 1: Population and household profile.*

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>Census 2001</th>
<th>Census 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons</td>
<td>128 353</td>
<td>124 351</td>
</tr>
<tr>
<td>Households</td>
<td>32 038</td>
<td>35 524</td>
</tr>
</tbody>
</table>

*Source: Community Survey, 2007*

### 1.3 PRIORITY ISSUES

In terms of answering the question of “What are the issues we face?” the following is noted:

The following issues were identified as part of the IDP review, namely:

**TABLE 2: IDP PRIORITY ISSUES**

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>ISSUE</th>
<th>SECTION IN THIS YEAR’S IDP</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Economic Development</td>
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<td>2</td>
<td>Integrated Service Delivery</td>
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<tr>
<td>3</td>
<td>Social Facilitation and Development</td>
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<td>4</td>
<td>Institutional and Governance</td>
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<tr>
<td>5</td>
<td>Municipal Planning</td>
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<td>6</td>
<td>Spatial Development Framework</td>
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</table>

### 1.4 OPPORTUNITIES

In answering the question of “What opportunities do we offer?” the following is noted:

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

- Thusong Service Centre
- 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
• The upgrading of Olien Park Stadium
• Vrededorf 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.
• 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.
• 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 dependant 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.
• 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.
• 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.
1.5 SECTOR PLANS

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

Council’s first **Spatial Development Framework (SDF)** plan was approved as part of the IDP in May 2002. A review of this plan started in 2005 and contains a 10- and 15 year ‘urban edge’ perspective as a framework for a set of Land Use Management (LUMS) policies, which will cover issues such as densification, CBD renewal, industrial development, rural development, environmental management and land-use zoning.

Consultants for the **Water Services Delivery Plan (WSDP)** were appointed in December 2006 with the financial support of DWAF. A first draft report is expected in June 2008. However, key issues that have already become apparent have been included already into the current IDP review process, including the enormous sanitation backlog, bulk water provision, Section78 procedures regarding the finalization of the Water Service Authority and Water Services Provider and a water services governance system, which is a software-based management system that will be installed by DWAF at no cost to Council.

The post of Transportation Manager was filled in 2006. Service providers were appointed at the beginning of 2008 with financial assistance of the national Department of Transport, to compile our local **Integrated Transportation Plan**. This plan will be developed in alignment with the district ITP.

The Disaster Management Plan is being developed in cooperation with the Southern District Disaster Management Plan. A high-level Disaster management Plan was submitted to the Southern District at the beginning of 2006. In the adjustment budget of 2006/2008, Council has also committed itself to the establishment of a Disaster Management Fund and the upgrading of the Disaster Management Centre.

Implementation of the Property Rates Act: the implementation of a new property register and valuation list becomes mandatory in July 2009. 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

1.6 THE SPATIAL DEVELOPMENT FRAMEWORK

In terms of answering the question” What can you expect from us over the next five years?” the Tlokwe SDF summarises 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.
Actual spatial analysis of Potchefstroom, reveals important insights such as:

- 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.
  - Two rural villages (Matlwang and Leliepan/Baitshoke).
  - Land claims on 9 farm portions.

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

1.6.1 RURAL SPATIAL DEVELOPMENT GUIDELINES

Corridor Development

- Provision of commercial, industrial and retail development nodes along the N12 as part of the Southern 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.
1.6.2 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 dependant 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.
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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.
- 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.

1.7 THE PERFORMANCE MANAGEMENT SYSTEM

In terms of answering the question of “How will our progress be measured?”, the Tlokwe City Council (TCC) has recently appointed a service provider to develop a PMS to align it with the reviewed IDP and Budget.

Section I of the IDP deals with PMS. Section B deals with the structures created by the TCC where the progress on the implementation of the budget and IDP are regularly presented to community members and interest groups.

1.8 THE 2008/2009 IDP REVIEW

1.8.1 ISSUES TO BE ADDRESSED IN THE IDP REVIEW

The issues to be addressed in this round of the IDP Review are summarised as follows:

(i) ASSESSMENT ISSUES

• Comments received from the various role-players in the assessment of the IDP Review documentation for 2007/2008, particularly during the “IDP Hearings” conducted by the DPLG

• Shortcomings and weaknesses identified through self assessment.

(ii) REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

• Review of the Strategic elements of the IDP, and

• Review of the elements of the Spatial Development Framework

(iii) INCLUSION OF NEW INFORMATION WHERE NECESSARY

• Addressing areas requiring additional attention in terms of legislative requirement not addressed during the previous years of the IDP Review Process (i.e. MFMA)

• Alignment of the IDP with newly completed Sector Plans

• Review of the Strategic elements of the IDP

• The alignment of the Performance Management System once completed in terms of Chapter 6 of the MSA, with the IDP
The update of the Financial Plan, the list of projects (both internal and external funded) and the capital investment framework.

The comments utilised for the assessment are based on the outcomes of the feedback session at the public participation process conducted in February during consultation with communities.

It must be noted that the Tlokwe IDP was ranked at 3 during the 2007/08 financial year which is a concern to the municipality.

1.9 PUBLIC PARTICIPATION PROCESS

In terms of answering the question of “How was this plan (IDP) developed?” Tlokwe City Council has embarked on a rigorous process of ensuring that institutional arrangements of the IDP are put in place and are functional.

**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 organizational performance
- The adjustment of the Council’s Strategic Plan to revise strategies and targets
- A Mayoral Imbizo 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 to the public, inviting stakeholders to participate in the IDP Review Process.
1.9.1 INSTITUTIONAL ARRANGEMENTS

(i) DEPARTMENTAL STRUCTURE

The institutional structure of the IDP is summarised below and an analysis is provided.

ORGANISATIONAL STRUCTURE FOR IDP PROCESS

(ii) IDP REPRESENTATIVE FORUM MEETINGS

The Integrated Development Planning Representative Forum remains the primary forum for participation in the integrated development planning process. The form 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 Ref Forum meetings.
Table 2: IDP REPRESENTATIVE FORUM DATES

<table>
<thead>
<tr>
<th>PROPOSED DATES</th>
<th>ACTUAL DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 AUGUST 2009 (Inception Meeting)</td>
<td>6 August</td>
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<tr>
<td>16 March 2009 (IDP Rep Forum workshop)</td>
<td>16 March 2009</td>
</tr>
<tr>
<td>17 March 2009 (IDP Rep Forum Meeting)</td>
<td>17 March 2009</td>
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<tr>
<td>13 May 2009</td>
<td>13 May 2009</td>
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</tbody>
</table>

The IDP Rep Forum was workshopped, it envisaged that the University, organised business, commercial agriculture and the tourism sectors will be invited too.

(iii) 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.

(iv) COMMUNITY IDP REVIEW MEETINGS

The community IDP review meetings were held on the 3 February 2009 and 5 February 2009 in all the 21 municipal wards and addressed by councillors.
**COMMUNITY PRIORITIES**

Public Notices and invitations were issued to the public, inviting stakeholders to participate in the IDP Review process. From an analysis of comments raised at these meetings, the following priority issues and needs were identified:

<table>
<thead>
<tr>
<th>PRIORITIES IDENTIFIED</th>
<th>WARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WARDS</strong></td>
<td>1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21</td>
</tr>
</tbody>
</table>

**KPA 1 – INFRASTRUCTURE AND SERVICE PRIORITIES**

- Water
- Electricity (Street, High-mast lights & Open Areas)
- Sanitation (Toilets)
- Roads (Gravel, Resealing, Tarring and Maintenance)
- Housing and Family units
- Home-Based Care / Old Aged Home
- Schools/Education (ABET)
- Waste Management
- Local Transport Regulations and Control
- Streets naming
- Water channel cementation and water logging areas

**KPA 2 – SOCIAL PRIORITIES**

- HIV and AIDS Reduction
- Traffic Safety Control (Speed – humps)
- Emergency Services
- Disaster Management
- Indigent Registration
- Gender Equity
- Clinic/Health Services (24hrs)
- Crime Rate and Policing
- Mobile/Satellite Police Station
- Cemeteries
- School Transport Subsidy
- Town B Fire Protection Association
- Town A SPCA
- Parks and Grass Cutting
<table>
<thead>
<tr>
<th>PRIORITIES IDENTIFIED</th>
<th>WARDS</th>
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<td>1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21</td>
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**KPA 3 – SPATIAL PRIORITIES**

- Land Use Management
- Spatial Integration
- Spatial Patterns and Framework
- GIS
- Land Rights Claim (Restitution cases)

**KPA 4 – ECONOMIC PRIORITIES**

- Job Creation
- Policy on Informal Traders
- Poverty Alleviation
- Economic Growth
- SMME Development
- Tourism Development N12 Treasure Route

**KPA 5 – INSTITUTIONAL AND CORPORATE GOVERNANCE**

- Payment of Services (Extra Payment Areas)
- Customer Care / Community Facilities
- Communication Plan
- Ward Committees (Capacity Building)
- Community Meeting
- Production of Staff
- Billing System
- Delegation
<table>
<thead>
<tr>
<th>WARD</th>
<th>COUNCILLOR</th>
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<th>WARD</th>
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</table>
This is translated into proportional scale of needs as follows:

<table>
<thead>
<tr>
<th>KPA 1 – INFRASTRUCTURE AND SERVICE PRIORITIES</th>
<th>% OF COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td></td>
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<tr>
<td>Road/storm water maintenance and side walks</td>
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<tr>
<td>Waste Management</td>
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<tr>
<td>Electricity (security lighting)</td>
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<tr>
<td>Water provision</td>
<td></td>
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<tr>
<td>Street names</td>
<td></td>
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<tr>
<td>Sanitation</td>
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<table>
<thead>
<tr>
<th>KPA 2 – SOCIAL PRIORITIES</th>
<th>% OF COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Rate/Policing</td>
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<tr>
<td>Clinics/Health Services 24-hour</td>
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<tr>
<td>HIV and AIDS reduction</td>
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<tr>
<td>Traffic Control</td>
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<tr>
<td>Emergency Services</td>
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<tr>
<td>Parks &amp; Cemeteries</td>
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<tr>
<td>Home-Based Care / Shelters</td>
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<thead>
<tr>
<th>KPA 3 – SPATIAL PRIORITIES</th>
<th>% OF COMMENTS</th>
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<tbody>
<tr>
<td>Improved Land Use Management</td>
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<thead>
<tr>
<th>KPA 4 – ECONOMIC PRIORITIES</th>
<th>% OF COMMENTS</th>
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<tr>
<td>Job creation</td>
<td></td>
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<tr>
<td>Poverty alleviation</td>
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<tr>
<td>SMME Development</td>
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<td>Informal Trading Control</td>
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<td>Tourism Development</td>
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SHIFT FROM THE 2008 / 9 IDP

The main difference between this reviewed IDP and the adopted IDP is the regrouping of themes at the heart of the IDP and the institutional setup of the different structures to drive the process based on legislative requirements and on the community needs identified. Further the status quo analysis focused on developmental gaps and not only demographic tendencies. The IDP also links the developmental strategies with the institutional framework of Council as depicted in the strategic plan “From turn around to consolidation”. The IDP shifts from a process and institutional approach to strategy development and implementation to address developmental needs.

The themes are more logically grouped and strategies are clearly indicated to address the developmental backlogs. The core themes are focusing on housing and infrastructure development, social development to create strong communities, economic development growth and job creation and integrated spatial development.

Clear planned deliverables are indicated in the project charters that can guide decision making at all levels of government and is linked to the five year financial plan and capital investment program as well as a five year action program of Council. This information forms the basis for the integration and operational strategies of the Tlokwe City Council.

<table>
<thead>
<tr>
<th>KPA 5 – INSTITUTIONAL/GOVERNANCE</th>
<th>% OF COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigent Registration</td>
<td></td>
</tr>
<tr>
<td>Customer Care Centres</td>
<td></td>
</tr>
<tr>
<td>Pay points</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Staff productivity</td>
<td></td>
</tr>
<tr>
<td>Billing system</td>
<td></td>
</tr>
</tbody>
</table>
2. SITUATIONAL ANALYSIS

2.1 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 2007 Community Survey, Tlokwe City Council 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 Tlokwe City Council 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)

BASIC DEMOGRAPHIC FIGURES

Tlokwe City Council is situated in the Dr Kenneth Kauda 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:

![Population Distribution Chart](chart.png)
2.2 THE IDP PROCESS

2.2.1 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 2007/2008 IDP.

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.

Figure 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.
2.2.2 LEGISLATIVE REQUIREMENTS

Municipal System Act

This Integrated Development Plan meets the requirements of the Municipal Systems Act by incorporating sections which contain:

- The municipal council’s vision for the long-term development of the City with special emphasis on the ‘s most critical development and internal transformation needs;
- An assessment of the existing level of development in the area, including identification of communities which do not have access to basic municipal services;
- The council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council’s development strategies aligned with national or provincial sectoral plans and planning requirements binding on the council in terms of legislation;
- A spatial development framework including basic guidelines for a land use management system for the council;
- The council’s operational strategies;
- Applicable disaster management plans;
- A financial plan and budget projection for the next three years; and
- The key performance indicators and performance targets determination in terms of section 41 of the Municipal Systems Act.

2.2.3. Legally Binding Planning Requirements and other Policies

The following relevant binding national and provincial legislation as well as other policies, Programmes and strategies will be considered in the IDP Process.

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal System Act (Act 32 of 2000)</td>
<td>Defines integrated development planning as one of the core functions of a municipality</td>
</tr>
<tr>
<td>Municipal Structures Act (Act 117 of 1998)</td>
<td>Provide District Municipalities with a role to support municipalities</td>
</tr>
<tr>
<td>National Land Transport Bill</td>
<td>Integrated Transport Plan</td>
</tr>
<tr>
<td>Development Facilitation Act (Act 87 of 1995)</td>
<td>Chapter 1 principles</td>
</tr>
<tr>
<td>Land Use Bill (30 March 2001)</td>
<td>Spatial Development Framework as part of the IDP Land Management</td>
</tr>
<tr>
<td>National Environment Management Act (NEMA) (Act 107 of 1998)</td>
<td>Environmental principles;</td>
</tr>
<tr>
<td>Environmental Conservation Act (Act 73 of 1989)</td>
<td>Environmental Impact on envisaged development</td>
</tr>
<tr>
<td>Housing Act(Act 107 of 1997)</td>
<td>National Housing Policy</td>
</tr>
<tr>
<td>Provision of Land and Assistance Act (Act 126 of 1993)</td>
<td>Make available private or state land to poor people</td>
</tr>
<tr>
<td>Upgrading of Land Tenure Rights (Act 112 of 1991)</td>
<td>Upgrading of less secure tenure rights</td>
</tr>
<tr>
<td>Land Reform (Labour Tenants) (Act 3 of 1994)</td>
<td>Securing tenure of labour rights</td>
</tr>
<tr>
<td>Restitution of Land Rights (Act 22 of 1994)</td>
<td>Restitution of rights in land to people or communities that were dispossessed of such rights</td>
</tr>
<tr>
<td>Extension of Security of Tenure Act (Act 62 of 1997) (ESTA)</td>
<td>Tenure rights of people living on land owned by other people</td>
</tr>
<tr>
<td>National Veld and Forest Fire Act (Act 101 of 1998)</td>
<td>Prevent and combat veld fires</td>
</tr>
</tbody>
</table>
Policies:

- The municipal Infrastructure Grant (MIG)
- The policy on “Managing the Water Quality Effects of Settlement”
- Agricultural Support Policies; Land Care, Comprehensive Agricultural Support Programme (CASP); Land Redistribution for Agricultural Development Strategy (LRAD)
- Integrated Poverty Alleviation and Gender Equity Programme
- Integrated HIV/AIDS Programme
- Performance Management System
- Rural Development Frameworks and Policies
- Local Economic Development
- Integration of Land Reform and Spatial Planning into the IDP Process
- Disaster Management Plan

2.2.4 APPROACH

The approach adopted in the preparation of the IDP was strongly informed by the guidelines prepared by the Department of Provincial and Local Government (DPLG) as set out in the IDP guide packs. The guide packs advocate a process that is integrated, sustainable, issue-driven, people centered, practical and action oriented.

The preparation of the IDP was undertaken in a phased manner, the focus of each phase being indicated below:

- **Phase 1**: Analysis
- **Phase 2**: Development Strategies
- **Phase 3**: Projects
- **Phase 4**: Integration
- **Phase 5**: Approval

The format of the IDP, however, has been aligned with the guidelines received in October 2007 and the report is structured as follows:

- **Section A**: Executive Summary
- **Section B**: Situational Analysis
- **Section C**: Vision
- **Section D**: Mission
- **Section E**: Strategic Objectives
- **Section F**: Development Strategies
- **Section G**: Projects
2.2.5 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.

SWOT ANALYSIS

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Availability of Infrastructure / facilities</td>
<td>• Business leadership</td>
</tr>
<tr>
<td>• Municipal management knowledge</td>
<td>o Organisation culture</td>
</tr>
<tr>
<td>• Political stability and leadership</td>
<td>o Business performance management</td>
</tr>
<tr>
<td></td>
<td>o Strategic positioning</td>
</tr>
<tr>
<td></td>
<td>o Business processes / procedures</td>
</tr>
<tr>
<td></td>
<td>o Organisation structure</td>
</tr>
<tr>
<td></td>
<td>• Resource management</td>
</tr>
<tr>
<td></td>
<td>o Financial management</td>
</tr>
<tr>
<td></td>
<td>o Human capital management</td>
</tr>
<tr>
<td></td>
<td>• Risk management</td>
</tr>
<tr>
<td></td>
<td>• Policy development</td>
</tr>
<tr>
<td></td>
<td>• Corporate relations (marketing communications)</td>
</tr>
<tr>
<td></td>
<td>• Contract management</td>
</tr>
<tr>
<td></td>
<td>• Service delivery</td>
</tr>
<tr>
<td></td>
<td>• Programme management</td>
</tr>
<tr>
<td></td>
<td>• Project management and Implementation</td>
</tr>
<tr>
<td></td>
<td>• ITC Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Revenue generation</td>
<td>• Negative supplier perceptions</td>
</tr>
<tr>
<td>• Inter Governmental support</td>
<td>• Theft and vandalism of municipal assets</td>
</tr>
<tr>
<td>• Resource availability</td>
<td>• Non payment culture in community</td>
</tr>
<tr>
<td>• International events specifically Soccer World Cup 2010</td>
<td>• Absence of SLA’s amongst spheres of Government</td>
</tr>
<tr>
<td>• Tourism Facilities (Attractions and Partnerships)</td>
<td>• Informal settlements</td>
</tr>
<tr>
<td>• Constitution / Local Government legal framework</td>
<td>• Municipal credit rating</td>
</tr>
<tr>
<td></td>
<td>• Financial constraints</td>
</tr>
</tbody>
</table>

Vulnerabilities

- HIV/AIDS
- Declining local economy
- Unfunded mandates
- Geological condition
- Poverty / unemployment
- Indigents (Total 6 500)
2.2.6 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 System Act, 32 of 2000. Again for this financial year, every attempt is being made to align the IDP, PMS and Budget processes.

2.2.7 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, coordination 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

2.3 ANALYSIS OF BASIC FACTS AND FIGURES

Table 1: Population and household profile.

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>Census 2001</th>
<th>Census 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons</td>
<td>128 353</td>
<td>124 351</td>
</tr>
<tr>
<td>Households</td>
<td>32 038</td>
<td>35 524</td>
</tr>
</tbody>
</table>

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.

2.4 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).
2.5 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>
<thead>
<tr>
<th>INCOME PER ANNUM</th>
<th>NATIONAL FIGURES (%)</th>
<th>% TLOKWE CITY COUNCIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>No income</td>
<td>1.13</td>
<td>0.03</td>
</tr>
<tr>
<td>R1 – R400</td>
<td>8.38</td>
<td>0.24</td>
</tr>
<tr>
<td>R401 – R800</td>
<td>10.46</td>
<td>0.30</td>
</tr>
<tr>
<td>R801 – R1600</td>
<td>32.54</td>
<td>0.94</td>
</tr>
<tr>
<td>R1601 – R3200</td>
<td>30.66</td>
<td>0.89</td>
</tr>
<tr>
<td>R3201 – R6400</td>
<td>9.45</td>
<td>0.27</td>
</tr>
<tr>
<td>R6401 – R12800</td>
<td>5.15</td>
<td>0.15</td>
</tr>
<tr>
<td>R12801 – R25600</td>
<td>1.55</td>
<td>0.04</td>
</tr>
<tr>
<td>R25601 – R51200</td>
<td>0.37</td>
<td>0.01</td>
</tr>
<tr>
<td>R51201 – R102400</td>
<td>0.18</td>
<td>0.01</td>
</tr>
<tr>
<td>R102401 – R204800</td>
<td>0.10</td>
<td>0.00</td>
</tr>
<tr>
<td>R204801 or more</td>
<td>0.02</td>
<td>0.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>2.89%</td>
</tr>
</tbody>
</table>

Source: Global Insight, 2002

We can deduce from figure 2.3 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.

2.6 : 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.
2.7: Service Delivery

During the period from 2001 to 2005, a major focal point of the IDP has been the capital budget framework and specifically, the eradication of services backlogs. This focus has also crystallized within the context of national targets for the eradication of basic services backlogs, an overview of which is provided in the table below.

Besides the eradication of service backlogs, this amount includes funds required (over the next 10 years), for the construction of new water reservoirs, water pressure towers and expansion of the water purification works, expansion of the main sewer network, upgrading of existing sub-stations and construction of two new sub-stations and the associated electrical bulk reticulation. The table therefore illustrates two fundamental challenges namely a real growth in the demand for services and, seen in the context of actual annual capital budgeting, the issue of substantial under funding.

It is a sobering thought to realize that the average capital budget of the Tlokwe City Council for the period 2008 to 2011 amounted to R 121 million, estimated as follows; R132 495 450 [2008/2009 from both internal and external sources of funds]; R75 358 000 [2009/2010]; R74 406 000 [2010/2011], of which on average, only 50% was self-funded – the balance being made up by grant transfers such as the Municipal Infrastructure Grant, NER and Lotto.

Furthermore the capital budget will be increased by R165 000 000, 00 for the Neighbourhood project funded by the National Department of Finance.

<table>
<thead>
<tr>
<th>Table 2.4 : NEIGHBOURHOOD DEVELOPMENT PROJECT</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lekhele Street Entrance</td>
<td>1. erection of a Memorial Park</td>
</tr>
<tr>
<td></td>
<td>2. multi-Purpose Community Centre</td>
</tr>
<tr>
<td></td>
<td>3. construction of formal taxi rank</td>
</tr>
<tr>
<td></td>
<td>4. creation of bicycle shed</td>
</tr>
<tr>
<td></td>
<td>5. installation of CCTV cameras</td>
</tr>
<tr>
<td></td>
<td>6. erection of a community market</td>
</tr>
<tr>
<td>N12 SARAFINA ENTRANCE</td>
<td>1. construction of Tlokwe Cultural Village.</td>
</tr>
<tr>
<td></td>
<td>2. establishment of Secondary Taxi Rank.</td>
</tr>
<tr>
<td></td>
<td>3. installation of CCTV cameras.</td>
</tr>
<tr>
<td>SUPPORTING NODE</td>
<td></td>
</tr>
</tbody>
</table>
1. construction of the mini fire station

**ACTIVITY CORRIDOR**

1. erecting of Taxi Stop Shelters
2. installation of water points and SOS telephones
3. construction of pavements/pedestrian and cycling pass
4. sufficient parking and high quality lighting along the main road

**WASTE MANAGEMENT**

1. Integrated Waste Management Project

### 2.8: Sustainable Environmental Management and Public Safety

Environmental issues have become an important part of development thinking and decision-making in South Africa. An Integrated Environmental Plan (IEP) is therefore an important sector plan of the IDP, which serves as a useful tool for the evaluation and alignment of development proposals with the principles of sustainable development.

The responsibilities of local government with respect to sustainable development are contained in various pieces of legislation and policy documents including the Constitution, the Development Facilitation Act, the Urban Development Framework, the 1998 White Paper on Local Government, the National Housing Code (which recognizes the need for low-cost housing to be energy- and water efficient and the National Environmental Management Act (NEMA) of 1998. Local Agenda 21 furthermore also provides a framework for the institutionalization of sustainable development by virtue of its emphasis on the integration of ecological thinking into all spatial, economic and social planning.

Potchefstroom, with its commitment to becoming a “green city”, was selected by the International Council for Local Environmental Initiatives (ICLEI) as a model city, which was showcased during the World Summit on Sustainable Development held in Johannesburg in 2002. An IEP framework was developed as part of Council’s first IDP (May 2002) and consisted of an environmental audit, a framework for environmental management and a set of twelve strategies and associated proposed projects.

Environmental initiatives aligned to NEMA and Local Agenda 21 principles in the municipal area over the past five years include:

- Development of a new waste landfill site (Felopepa) and closure of the old site in terms of environmental best practices.
- Energy and resource efficiency projects as part of the Cities against Climate Change Programme (CCP) such as the retrofitting of street-lights (CFL’s), the installation of a ripple control system and the construction of the Dan Tloome Council Chambers complex as a ‘green’ building.
- Establishment of an Environmental Management Unit in Council.
- Appointment of service providers in November 2006 for the compilation of a Water Services Development Plan.
- Submission of a high-level Disaster management Plan as part of the development of an Integrated District-wide Disaster Management Plan.
- Provision of road and stormwater infrastructure in terms of available funding.
- Implementation of eco-circles and a tree planting and maintenance programme.
- Incorporation of proclaimed natural areas and sensitive biodiversity areas into the Spatial Development Framework (SDF).
- A Land Use Management Policy for the urban portion of the Mooi River.
Key challenges however, still remain including:

- Provision of a weekly, refuse removal service to the whole community.
- Recapitalization of essential moveable assets, especially refuse trucks.
- Rapid urban growth.
- Illegal dumping.
- Sourcing of funds.
- Expansion of recycling efforts and clean-up campaigns.
- Public/Private partnerships and education.

2.9 Financial Indicators

Council’s operating budget increased from approximately R231 million in the 2001/2002 financial year to R367 million in 2006/2008. However, the revenue of Council is also under threat as seen from a number of perspectives. The debt owing to Council has virtually doubled since 2001 and now stands at R 100 million (February, 2008). This increase has occurred despite a real average payment rate of 90% and the implementation of a credit control policy, installation of pre-paid meters and the roll-out of a system of pre-paid vendors. Approximately 40% of this debt is attributable to indigents, who will not be in a position to readily repay their debt.

The last general update of the Valuation Roll was done in 2001. According to the City Valuator, the value of ratable properties in Potchefstroom has nearly doubled which effectively implies a loss of income to Council. The increase in annual rates and tariffs is capped by National Treasury by alignment to the general rate of inflation and do not therefore, contribute to an effective net expansion of income.

The rate of water and electricity losses contributes to loss of income. In the 2005/2006 financial year, the loss rate for electricity rose to 12% resulting to an estimated R8 million loss of income (Tlokwe City Council, 2006). Another closely associated threat relates to the uncertainty around the “REDS” programme, in which the supply and distribution of electricity is taken over by a regional electricity supplier and with it, the revenue accruing from such sales — a revenue which represents the largest single source of income for Council. The decline in manufacturing also contributes to loss of income as in the case of the closure of the Kynoch fertilizer factory – the loss in annual electricity sales in this case exceeds R 6 million per year.

Whereas the Council received unqualified audits up to and including the 2003/2004 financial year, it received a disclaimer for the 2004/2005 financial year. However, it maintains an excellent credit rating of zaA- (longer term) and za A2 (short term).

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 2.3: Level of skills – Occupation Status

![Bar chart showing level of skills by occupation status.]

Source: Statistics South Africa, 2001

DEVELOPMENT OUTLOOK

Sector Analysis

Table 2.4: below indicates the economic contribution per sector as a percentage of Tlokwe City Council’s GDP for 2004.

![Pie chart showing economic contribution per sector.]

Source: Global Insight, 2003

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.
2.10 Institutional Transformation

In terms of the internal focus, the themes of ‘good governance’ and ‘transformation’ and their perspectives, remain prominent features of the IDP.

2.10.1 Political and Administrative Structure

The Council embraces an Executive Mayoral governance system with 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:

<table>
<thead>
<tr>
<th>Direct</th>
<th>Proportional</th>
<th>Total</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>21</td>
<td>42</td>
<td>12</td>
</tr>
</tbody>
</table>

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 Southern 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 August 2006. As of the beginning of March 2008, no vacancies exist at strategic management level.

Towards the end of 2006, a total of 442 vacant posts out of 1368 ‘approved posts’ existed in Council, including a 50% vacancy rate in the department of Finance. 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.
2.10.2 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 first SDBIP was approved for the 2006/2008 financial year. The amended Balanced Scorecard is used as a framework for the organisational PMS. In terms of the individual performance management, the PMS has only been 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

2.10.3 E-Governance

The Council has embarked on a program 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.

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 2.5: Dwelling types in Tlokwe City Council

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

Source: Statistic South Africa, 2001

Table 2.6: Value of building plans approved and buildings completed

![Graph showing the value of building plans approved and buildings completed from 2001 to 2006.]

Source: Tlokwe City Council Statistics

Table 2.7: Value of building plans approved and buildings completed in the formal sector (excluding housing subsidy projects)

![Graph showing the value of building plans approved and buildings completed from 1997 to 2007.]

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

[Graph showing the total value of building plans approved in different sectors over the years 2001 to 2006.]

Source: Tlokwe City Council Statistics

Table 2.9: Average value of building plans approved and buildings completed for the period 1997 - 2002 and 2003 - 2007

[Graph showing the average value of building plans approved and buildings completed over the years 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 2.10: Percentage of households using electricity for lighting, cooking and heating.

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>Census 2001</th>
<th>Census 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting</td>
<td>77.9%</td>
<td>90.7%</td>
</tr>
<tr>
<td>Cooking</td>
<td>62.0%</td>
<td>83.0%</td>
</tr>
<tr>
<td>Heating</td>
<td>59.8%</td>
<td>77.3%</td>
</tr>
</tbody>
</table>

Source: Community Survey, 2007
Table 2.11: Percentage of households using Pit Latrine, Bucket System and those without any facility.

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>Census 2001</th>
<th>Census 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pit Latrine</td>
<td>15.9%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Bucket System</td>
<td>1.4%</td>
<td>3.5%</td>
</tr>
<tr>
<td>No Toilet</td>
<td>9.6%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

Source: Community Survey, 2007

Table 2.12: Percentage of households by the type of refuse disposal and municipality.

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>Census 2001</th>
<th>Census 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Removal by Municipality</td>
<td>77.8%</td>
<td>79.7%</td>
</tr>
<tr>
<td>No Refuse Removal</td>
<td>3.8%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Source: Community Survey, 2007

Table 2.13: Percentage of households having access to piped water by municipality.

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>Census 2001</th>
<th>Census 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piped water inside dwelling</td>
<td>30.2</td>
<td>62.6</td>
</tr>
<tr>
<td>Piped water inside yard</td>
<td>48.5</td>
<td>25.6</td>
</tr>
<tr>
<td>Piped (tap)water to community stand (&lt;200m)</td>
<td>8.9</td>
<td>5.5</td>
</tr>
<tr>
<td>Piped (tap)water to community (&gt;200m)</td>
<td>10.4</td>
<td>0</td>
</tr>
<tr>
<td>Total Piped water</td>
<td>98.0</td>
<td>93.7</td>
</tr>
</tbody>
</table>

Source: Community Survey, 2007

CONCLUSION

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

- The importance of the age group 15 – 64 declined from 78% in 1996 to 75% in 2001. This observation relates to the employment rationalization process in the Mining sector.

- The demographic profile of Tlokwe City Council is male dominant. This situation bares testimony to the large number of male in-migrants 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 Tlokwe City Council (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 Tlokwe City Council 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 Tlokwe. 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 Tlokwe City Council above the age of 19 had a Grade 12 or higher qualification in 2001. The low education levels in Tlokwe City Council present serious challenges in terms of the availability of skills required for employment opportunities that might be created in the area.
SECTION C
VISION

The Vision of the municipality is:

“A transformed 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 KPA`S

5. KEY PERFORMANCE AREAS

IDP is linked to PMS in turn the organisational KPAs are linked to the five national KPA`s as shows in the table below.

Linkages of the IDP to the local government: Municipal performance regulations for municipal managers and managers directly accountable to the municipal managers (2006)

<table>
<thead>
<tr>
<th>Key performance Areas (KPA`s)</th>
<th>IDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Service Delivery</td>
<td>Intergraded Service Delivery; Economic Development; Social Facilitation; Institutional and Governance;</td>
</tr>
<tr>
<td>Municipal Institutional Development and Transformation</td>
<td>Institutional and Governance; Economic Development</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>Economic Development; Intergraded Service Delivery</td>
</tr>
<tr>
<td>Municipal Financial Viability and Management</td>
<td>Institutional and Governance</td>
</tr>
<tr>
<td>Good Governance and Public Participation</td>
<td>Institutional and Governance; Social Facilitation; Environmental Management; Municipal Planning</td>
</tr>
<tr>
<td>Spatial Development Framework</td>
<td>Environmental management and sustainable human settlement</td>
</tr>
</tbody>
</table>

NATIONAL KPA`S CORRESPONDING TO ORGANISATION

<table>
<thead>
<tr>
<th>NATIONAL KPA`s</th>
<th>Organisational KPAs</th>
</tr>
</thead>
</table>
| Institutional and Governance matters | • To ensure progressive compliance with institutional and governance requirements  
• To ensure ongoing implementation and review of the Performance Management System  
• Source alternative funding for appropriate projects  
• Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the municipality  
• Maintain ongoing intergovernmental relations among the three spheres of government |
| Intergraded Service Delivery | • To ensure access to free basic water and expansion of water service delivery to all consumers by 2009 – 2010  
• To ensure access to free basic sanitation delivery to all consumers by 2011 – 2012  
• To ensure sustainable waste management in the municipality  
• To ensure implementation of the electricity supply development plan for the municipality in line with national targets  
• To ensure greater accessibility for communities in the municipality  
• To ensure water balance between household, commercial and agricultural water demand by 2009 |
| Economic Development | • To ensure 4% economic growth per annum by 2011  
• To ensure 15% reduction in unemployment by 2011  
• To ensure diversification and beneficiation in the economy by 2011 |
| Social Facilitation and Development | • To ensure ongoing partnership development and coordination among various stakeholders  
• To contribute towards the achievement of universal access to social services by 2011  
• To contribute towards the facilitation of universal access to sports facilities for all sports codes by 2011  
• To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disaster and facilitate post recovery activities  
• To ensure poverty alleviation/reduction (national targets)  
• To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups |
| Environmental Management | • To ensure sustainable human settlement in the municipality by 2011 |
| Municipal Planning | • To facilitate and plan for ongoing sustainable human settlement and economic development in the municipality |

Each organisational KPA is cascaded down to a level at which it could be allocated to the department and thus the specific individual Section 57 Managers who need to fulfill that function. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target together with a timeline for that particular function of is assigned. In turn the Performance Contracts/Agreements of each Section 57 Manager will be formed. Each of the Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.
SECTION F

Strategic Objectives

6. 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.

6.1 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.

6.2 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.

6.3 Integration

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

6.3.1 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 focus 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.
6.3.2 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.

6.3.3 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.

6.3.4 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.

6.3.5 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.

6.3.6 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.

6.3.7 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.

6.3.8 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.
### PROJECTS

#### PROJECTS TEMPLATE

<table>
<thead>
<tr>
<th>Project no</th>
<th>Priority</th>
<th>Project description</th>
<th>Funding source</th>
<th>Location</th>
<th>Total budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Water</td>
<td></td>
<td></td>
<td>2009/2010</td>
</tr>
<tr>
<td>1</td>
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<td>Water</td>
<td></td>
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<td>2010/2011</td>
</tr>
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<td>7</td>
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<td>Water</td>
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</table>
ANNUAL IMPLEMENTATION PLAN
ANNEXURE: SECTOR PLANS