

CHAPTER 7: APPLICATION OF THE PRINCIPLES OF SUSTAINABILITY WITHIN THE TLOKWE LOCAL MUNICIPALITY

The following figure provides a graphical representation of the organization and structure of this chapter.

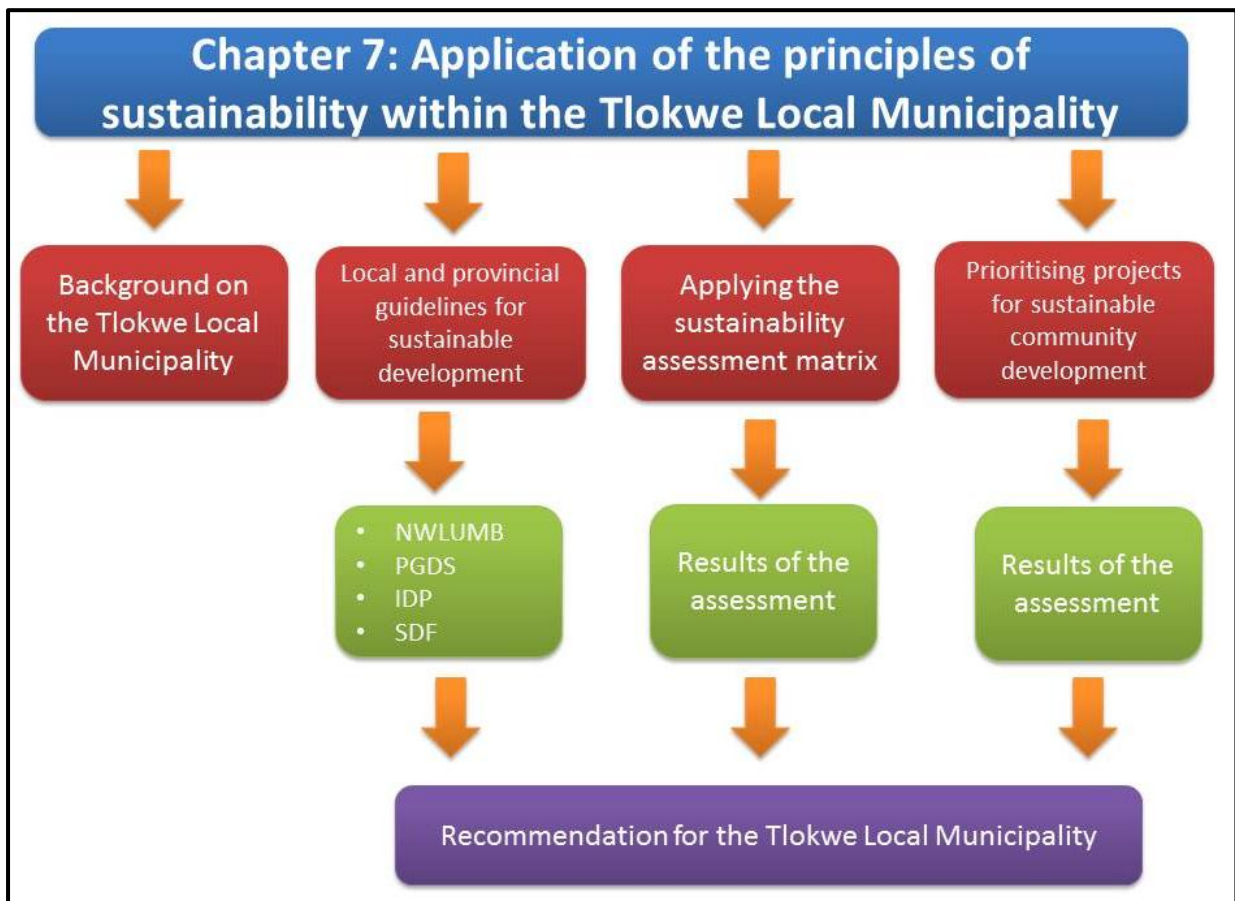


Figure 7.1: A concept map of Chapter 7

Source: Own construction

7.1 Background on the Tlokwe Local Municipality

According to Gateway Potchefstroom (2000) the city of Potchefstroom was established in 1838 making it the oldest town in the North West Province. Until 1960 it acted as the provincial capital of the Transvaal and today Potchefstroom is known as the “City of Expertise” (Gateway Potchefstroom, 2000). An abbreviated history of Potchefstroom is illustrated in **Figure 7.2**.

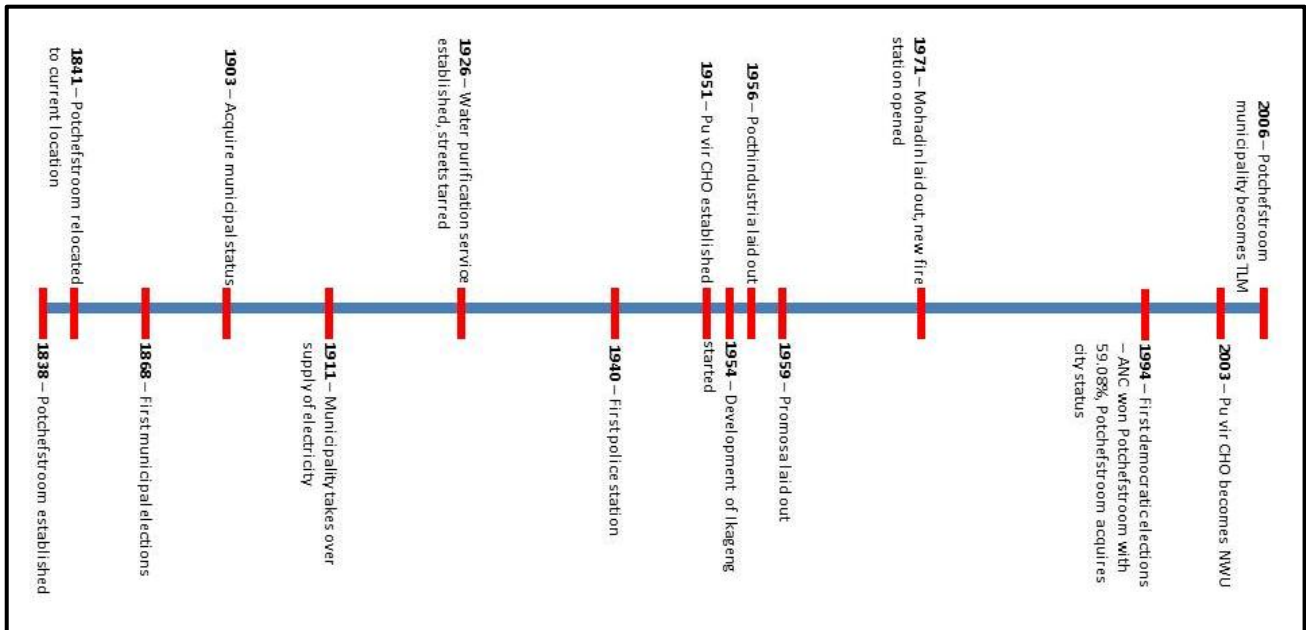


Figure 7.2: Abbreviated history of Potchefstroom

Source: Own construction from Potchefstroom Information Directory (2012)

The location of the Tlokwe Local Municipality (TLM) can be seen in **Map 1.3** in **Chapter 1** with **Map 1.4** showing the ward demarcation of the municipality. The TLM currently covers an area of approximately 2500km² and is divided into two parts by the N12 (Tlokwe City Council, 2011:14).

According to the Tlokwe City Council (2012) the municipality won the following coveted awards:

- Third best financially sustainably municipality
- 2011 local authority of the year for its work in housing delivery
- Manager of the Department Housing and Planning was voted the housing person of the year for 2011
- Blue Drop Status 2009 & 2010
- Ranked as the best Municipality in North West 2012
- Green Drop Status 2012

These achievements are indicative of effective management which can greatly contribute to achieving sustainability and more specifically sustainable community development.

The demographic composition of the TLM can be deduced in the form of a population pyramid in **Figure 7.3**.

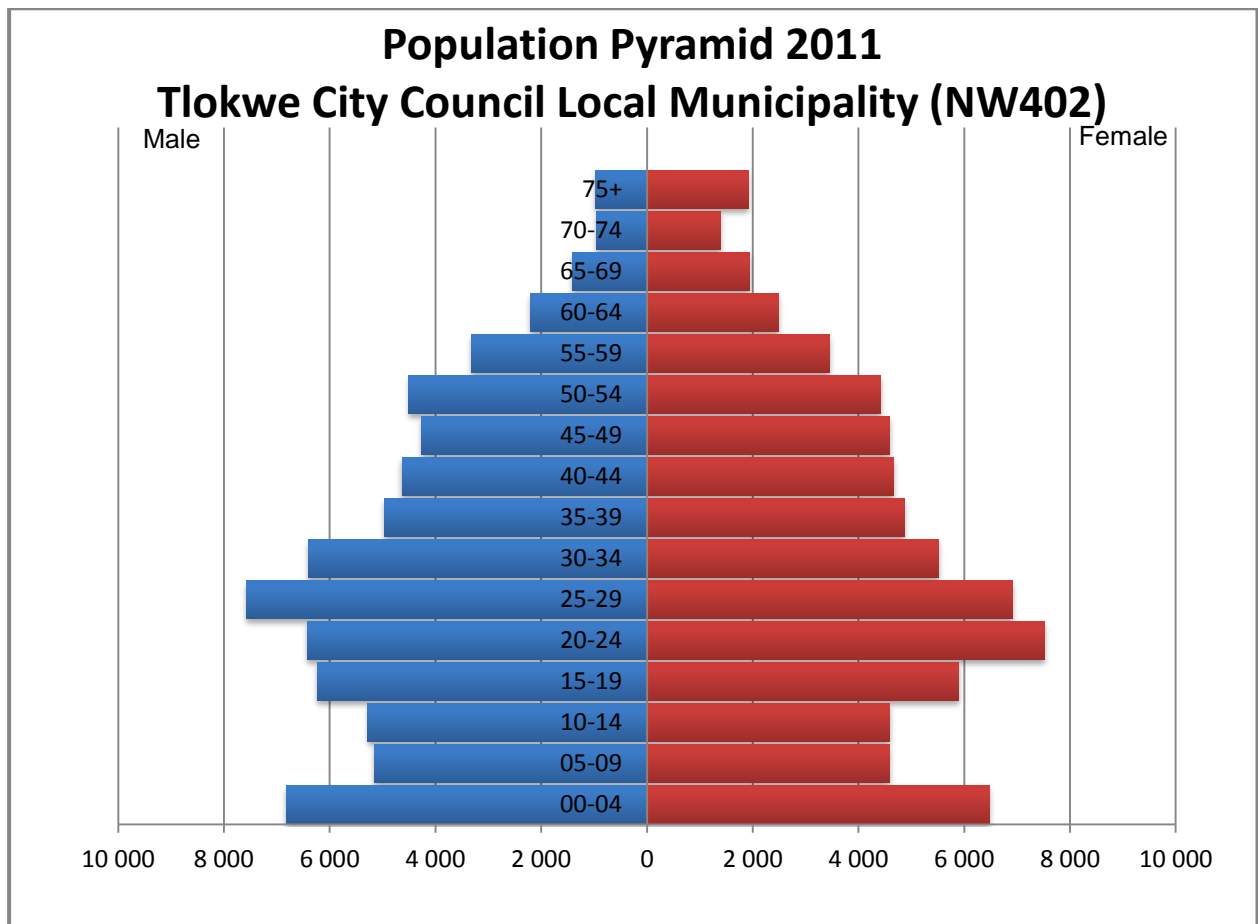


Figure 7.3: Population pyramid for Tlokwe Local Municipality

Source: Global insight (2012)

From **Figure 7.3** it can be construed that a large portion of the population of TLM is below the age of 30. The highest concentration of the population is aged between 20 and 29 this can be due to the fact that the Potchefstroom Campus of the North West University is housed in the TLM.

The South African Cities Network (2012:29) identifies Potchefstroom as a secondary city. Secondary cities are seen by the South African Cities Network (2012:5) as important catalyst to achieve more balanced and dispersed growth across the country. These cities serve as alternative urban centres, relieving the pressure on the country's prime cities. According to the South African Cities Network (2012:5) "they are also catalysts for surrounding area, acting as markets for agricultural produce, as administrative and service centres, and as links to the primate cities".

Tlokwe (Potchefstroom)

The first town founded by the Voortekkers north of the Vaal River, Potchefstroom is the oldest Voortrekker town in the former Transvaal and was the first capital of that Republic. Today it is a well-known academic town with strong strategic transport links and an economy dominated by services, manufacturing and agriculture.

THE CITY'S EVOLUTION IN TERMS OF ITS ...

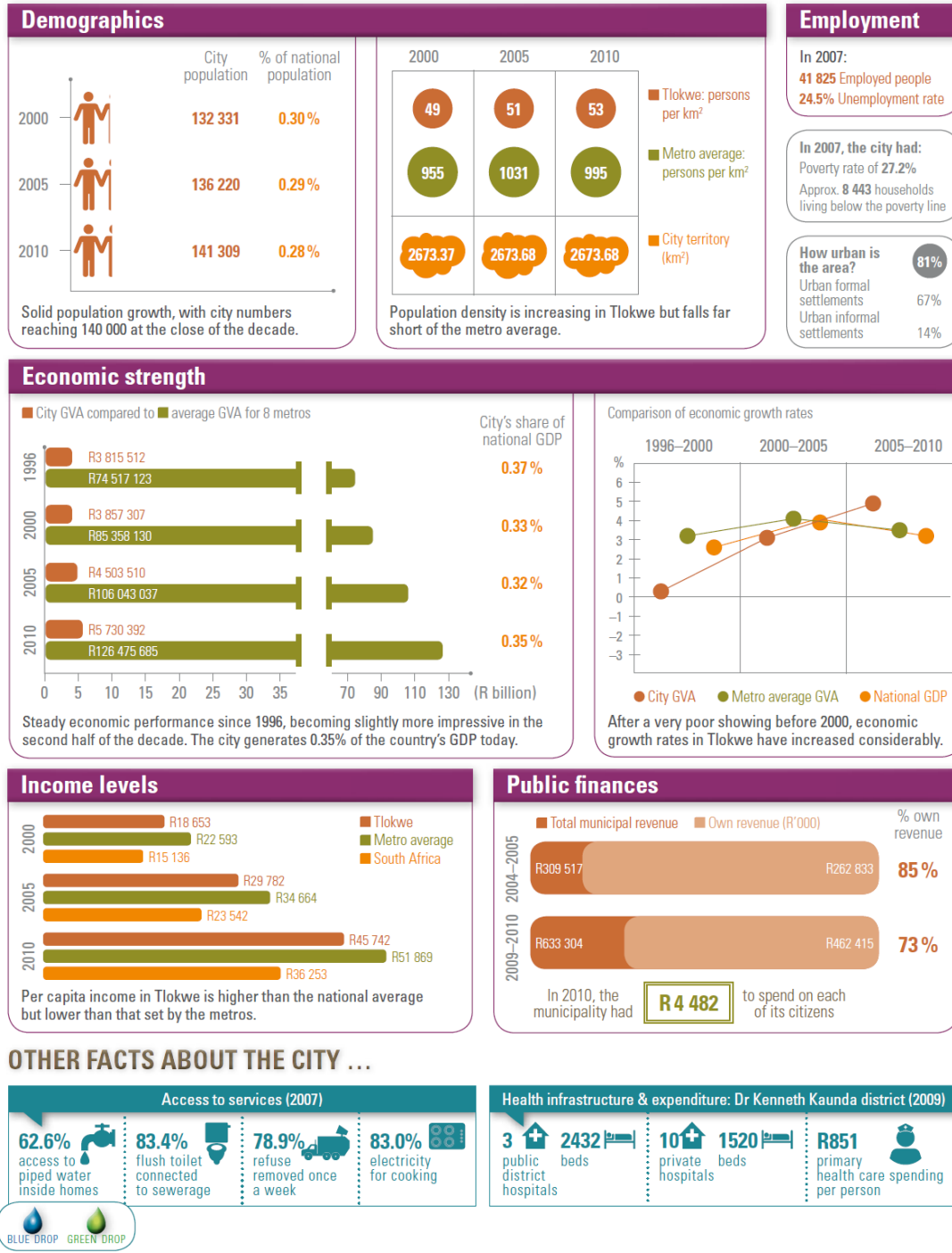
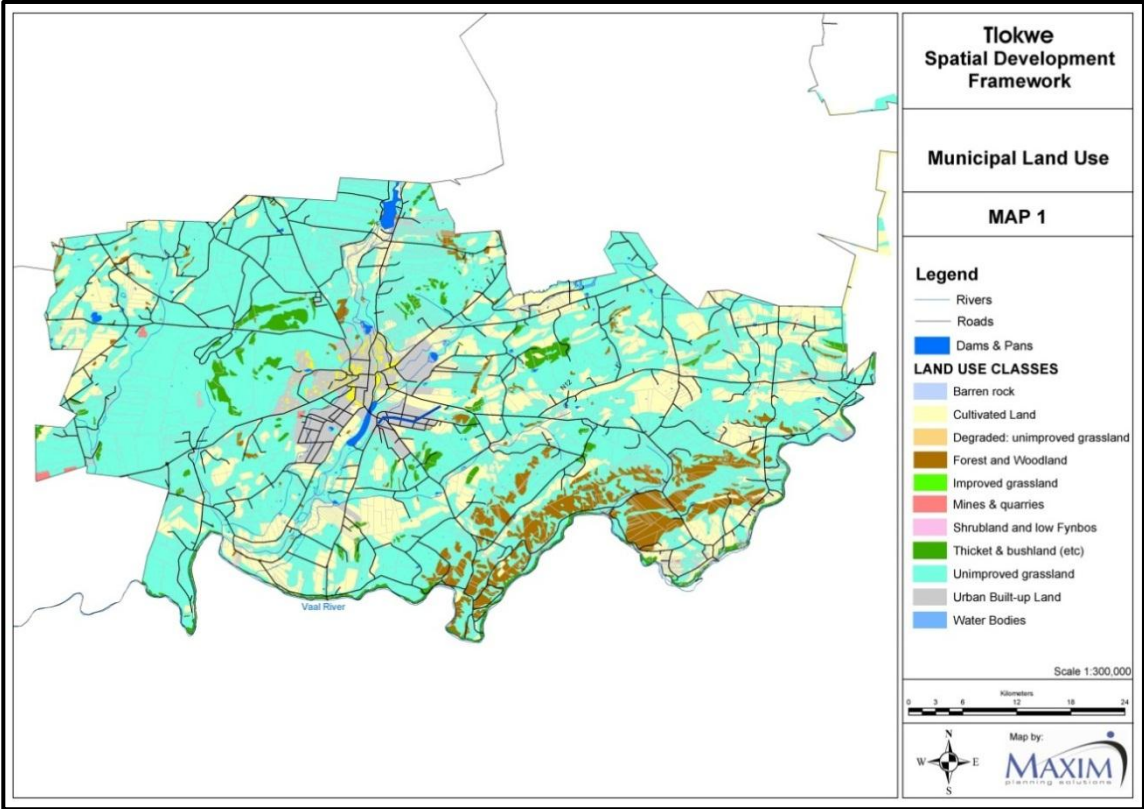


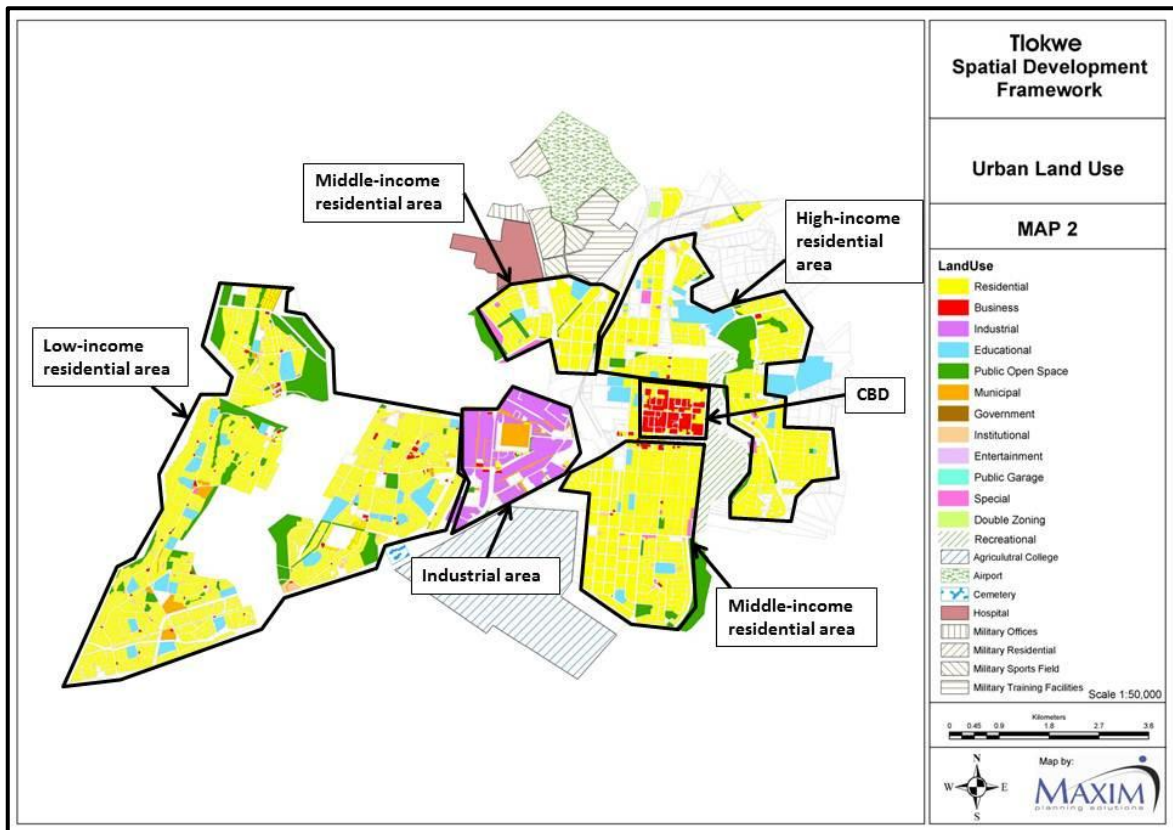
Figure 7.4: Potchefstroom's profile

Source: South African Cities Network (2012:29)

The main municipal and urban land uses within the TLM can be seen in **Map 7.1** and **Map 7.2**. **Map 7.1** illustrates that a relatively small portion of the entire municipal area is dedicated to urban built-up land and that the most dominant municipal land use is unimproved grassland. From **Map 7.2** it can be deduced that the largest portion of urban land use is devoted to residential use. The residential areas in western portion are predominantly low-income areas and are separated from the CBD and other residential areas by an industrial area. This is indicative of spatial and functional segregation.



Map 7.1: Main municipal land uses within the Tlokwe Local Municipality
 Source: Tlokwe Local Municipality (2008:16)



Map 7.2: Main urban land use within the Tlokwe Local Municipality
 Source: Own construction from Tlokwe Local Municipality (2008:18)

7.2 Local and provincial policy guidelines for sustainable development within the Tlokwe Local Municipality

7.2.1 North West Land Use Management Bill

The Land Use Management Bill (LUMB)(2008) is a statutory planning instrument utilised by the North West Province is to “streamline, consolidate and improve the land use management system in a sustainable way, taking into consideration the unique challenges in the North-West Province as well as all relevant legal requirements” (North West Province, 2008a:4).

The North West Province’s LUMB (North West, 2008a:8-9) will promote planning outcomes by:

- The promotion of the sustainable use of resources
- Channelling these resources to the areas of greatest need and priority
- The alignment of capacities to the needs of communities and the environment
- Stimulating urban and rural economic development
- Promoting fair land development practices

- Ensuring that land use management practices in the province contribute to ecologically sustainable development
- Promoting sustainable human settlement planning and development

Sustainability, equality, efficiency, integration and fair and good governance are the guiding principles of the North West LUMB (North West Province, 2008a:10-11). These principles also directly and indirectly relate to sustainable community planning and development. The North West LUMB (North West Province, 2008a:18) calls for the “establishment of viable and sustainable communities with affordable access to economic opportunities, infrastructure and social services”. Municipalities will use the provincial LUMB to guide their land use management in such a way that it becomes more streamlined, efficient and sustainable.

7.2.2 Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS) is a development planning instrument used by the North West Province to guide development in the province. The vision of the PGDS (Tlokwe City Council, 2011:52) 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”. The PGDS is made up of eight pillars, as illustrated in **Figure 7.5**.



Figure 7.5: Pillars of the Provincial Growth and Development Strategy

Source: Own construction from Tlokwe City Council (2011:53-54) and the North West Province (2004:18-24)

The pillars of the PGDS in **Figure 7.5** correlate to the functional elements of sustainable community development as discussed in section 4.1 of this document.

The PGDS is formulated similarly to an Integrated Development Plan (discussed below). It provides a situational analysis of the Province (North West Province, 2004:9-11), identifies growth and development targets and areas of potential (North West Province, 2004:11-12). If incorporated into sector and development plans the PGDS will assist in achieving sustainability at a provincial and municipal level.

7.2.3 Integrated Development Plan

According to the Tlokwe City Council (2011:2) “integrated development planning is a process by which municipalities prepare a 5 year strategic plan that is reviewed annually in consultations with communities and all relevant stakeholders”. The Integrated Development Plan (IDP) is the main strategic instrument which guides all planning, investment, development and implementation decisions across sectors and spheres of government. The Department of Rural Development and Land Reform (2010:3) states that the IDP is the overall strategic development plan that guides decision making, budgeting and development within a municipality. The phases through which an IDP is compiled is clarified in **Figure 4.7**. The Tlokwe City Council (2011:11) further states that the IDP is a cross departmental instrument linking physical, social, institutional and economic components of planning with the management and development structure. The Integrated Development Plan (IDP) provides an opportunity for municipalities and communities to deliberate and interact on issues of local development (Tshabalala and Lombard, 2009:397). This interaction forms part of the public participation process for the formulation on an IDP and is crucial for the implementation of sustainable community development.

The SDF is a critical and integral component of the IDP because it shows “how the implementation of the IDP should occur in space” (Department of Rural Development and Land Reform, 2010:3). SDFs should be prepared within the framework of the IDP. The planning framework of sustainable community development is closely related to the principles of the IDP and the SDF. The role of sustainable community planning is to provide a basis for detailed planning and sector planning initiatives. The different levels of spatial planning should be inter-linked and connected to the financial planning as well as to the implementation programmes as shown in **Figure 4.8**. These level of spatial planning for sustainable community development should be reflected in the IDP and its supporting sectoral plans.

The IDP for the TLM gives the situation analysis of the municipality (Tlokwe City Council, 2011:35). This analysis includes basic demographics figures, such as income, and basic facts and figures which include socio-economic data. The opportunities offered by the TLM are also listed in the IDP (Tlokwe City Council, 2011:64). This identifies area of growth potential within the TLM. These areas of opportunity can be harnessed to improve the overall development of the TLM and positively impact on sustainable community development.

The other sector plans acting in on the IDP are also discussed (Tlokwe City Council, 2011:65-81). This includes the Integrated Transport Plan (ITP), the disaster management plans and the SDF. Certain strategic objectives and action plans are identified in accordance with the supporting sector plans. These objectives and action plans are in the areas of:

- Community services,
- Infrastructure,
- Housing and Planning,
- Public safety,
- Corporate services,
- Local economic development,
- Office of the speaker, and
- Office of the Municipal Manager. (Tlokwe City Council, 2011:89-111)

The specific plans and strategies listed in the IDP can be seen in **Table 7.6**. where they are assessed based on sustainable community development fundamentals and prioritised accordingly.

The directive principles of the spatial rational for the IDP include equality, efficiency, integration, sustainability and fair and good governance (Tlokwe City Council, 2011:113-114). These are all principles needed for the successful implementation of sustainable development and more specifically sustainable community development and planning.

In section F1 of the IDP (Tlokwe City Council, 2011:117-118) intervention areas for basic service delivery are highlighted. These areas for intervention were identified through community participation processes. Action plans and opportunities for LED are identified in section F2 of the IDP (Tlokwe City Council, 2011:119-132). Both public participation and LED is needed to create sustainable communities as these are both fundamentals of sustainable community development.

If properly implemented the action strategies and plans as set out in the IDP could enhance the TLM's chances of achieving sustainability, sustainable development and sustainable community development.

7.2.4 Spatial Development Framework

The Masilonyana Local Municipality (2010:4) states that a Spatial Development Framework (SDF) is one of the many components on an IDP and that it is in essence “the picture of the IDP”, illustrating the form and extent of development that the municipality wishes to promote. A SDF consists of an explanatory report and graphical representation (in the form of maps) of the desired spatial form of the Province or Municipality (North West Province, 2008a:15). The Department of Rural Development and Land Reform (2010:2) state that the formulation on a SDF is a legal requirement for all municipalities and provinces.

According to the North West Province (2008a:15) spatial planning, development and land use management ought to be guided by a “hierarchy” of SDFs. A SDF should include the following indications:

- Areas for public and private development and infrastructure investment
- Environmentally sensitive areas
- Areas of pollution concentration
- Areas where development or certain land-uses should be restricted
- Areas where priority expenditure should take place
- Guidelines for development and land use decision-making (North West Province, 2008a:15)

These elements of a SDF are all fundamental to the realisation of sustainability as they address the sustainability pillars of people, planet and profit.

The ultimate goal of the SDF is to achieve the desired spatial form of the municipality as based on the vision for the development of the area and available resources (Department of Rural Development and Land Reform, 2010:2).

7.2.4.1 Provincial Spatial Development Framework

The Provincial Spatial Development Framework (PSDF) (North West Province, 2008b:7) aims to provide the following:

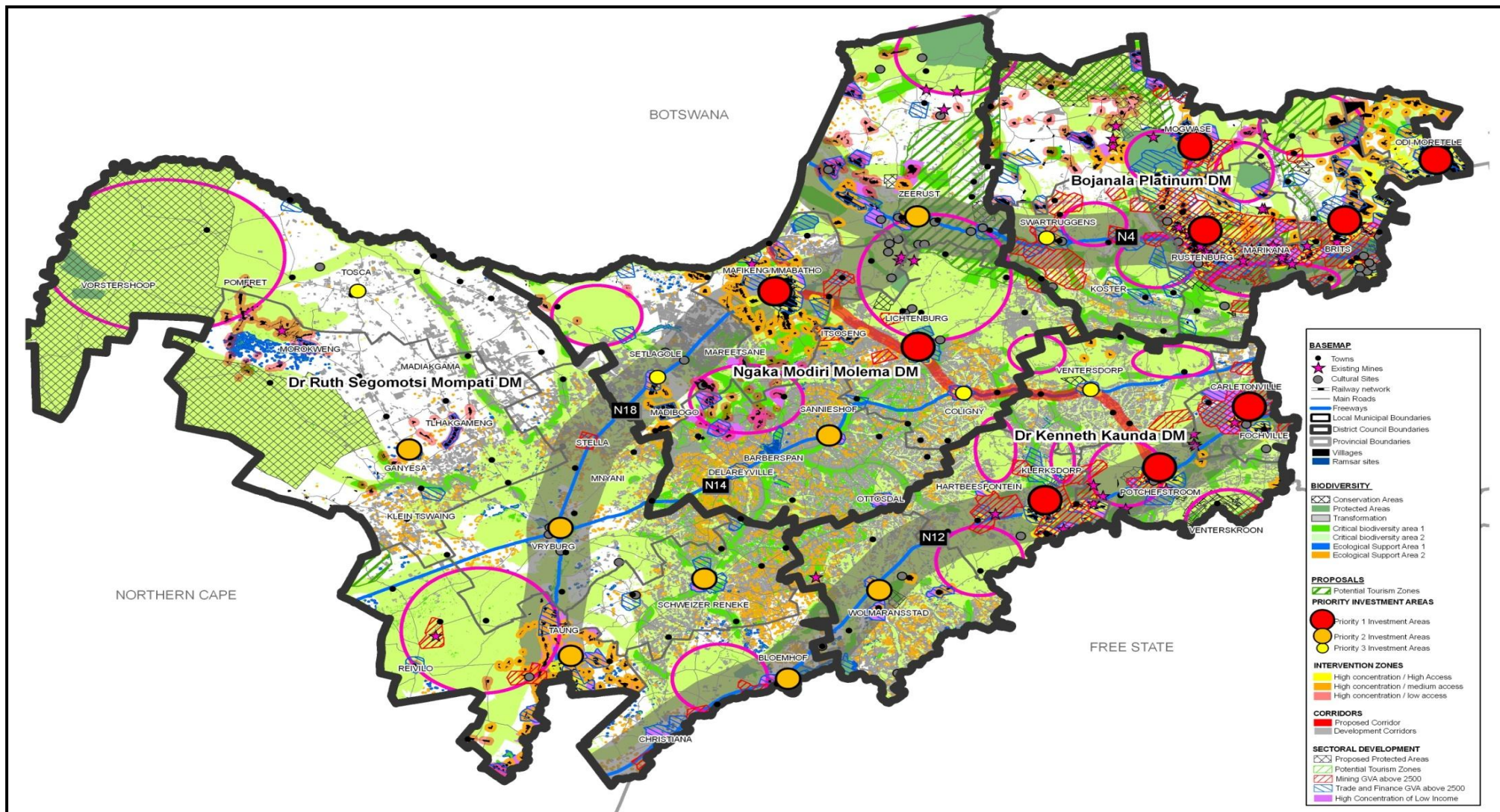
- A spatial interpretation of provincial and national development plans
- A policy for spatial distribution of development
- A response to spatial implications arising from other development strategies and policies
- A framework for planning by district and local municipalities that promotes coordination

- A strategy for addressing environmental issues in development planning

The North West's PSDF (North West, 2008b:10-11) encourages the principles of accelerating growth and development, sharing growth and development and ensuring sustainable development. In order to ensure the successful implementation of these three principles, four intervention zones were identified in which to apply specific intervention responses. The PSDF (North West Province, 2008b:61-70) goes on to give guidelines for the compilation of municipal spatial development frameworks.

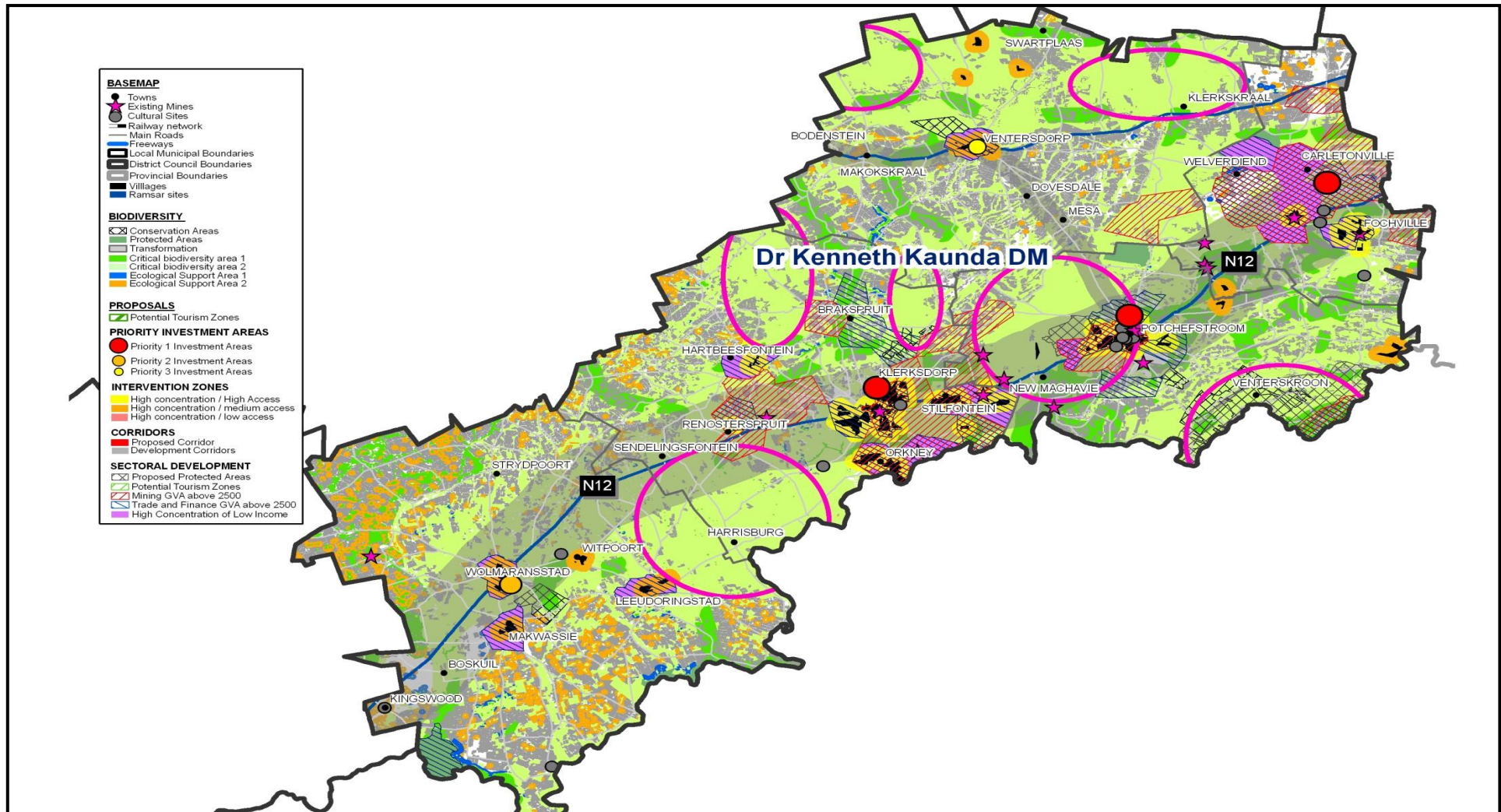
A graphical representation of the North West Province's PSDF is illustrated in **Map 7.3**. The PSDF also gives the graphical representation of the district municipalities' SDFs. The SDF map for Dr Kenneth Kuanda District Municipality can be seen in **Map 7.4**.

According to the Tlokwe City Council (2011:55) the implication of the PSDF identifying TLM as a Priority One Investment Area means that the municipality has to work toward strengthening and consolidating the hierarchy of nodes in terms of economic activity, economic growth and future economic development areas.



Map 7.3: North West Provincial Spatial Development Framework

Source: North West Province (2008b:72)



Map 7.4: Spatial Development Framework for Dr Kenneth Kaunda District Municipality

Source: North West Province (2008b:74)

7.2.4.2 Local Spatial Development Framework

The Department of Rural Development and Land Reform (2010:5) states that the SDFs compiled by local authorities should address the following:

- New urban growth areas
- Areas earmarked for densification and restructuring
- Areas for conservation
- Urban edges
- Existing and future transport links
- Identify priority areas for investment
- A conceptual guideline for settlements plans

All of the abovementioned elements can impact on the achievement of the sustainable community development fundamentals as listed in **Table 6.10** if properly addressed.

According to the Tlokwe City Council (2009:7) the SDF of Tlokwe “summarises key LED projects as well as areas for capital project investment in terms of the settlement hierarchy” as laid out by the North West PSDF. The SDF of Tlokwe gives a thorough analysis of the study area (Tlokwe Local Municipality, 2008:11-21) which includes an administrative, demographic, economic, land use and environmental analysis. The spatial analysis of Potchefstroom reveals the following important insights (Tlokwe City Council, 2009:8):

- An average growth rate in population of 6%
- A positive economic growth potential
- More than 18 600 households living in informal housing
- Service and bulk infrastructure backlogs
- Most agricultural land can be classified as prime agricultural land
- A demand for private township establishment
- A shortage of formal taxi ranks

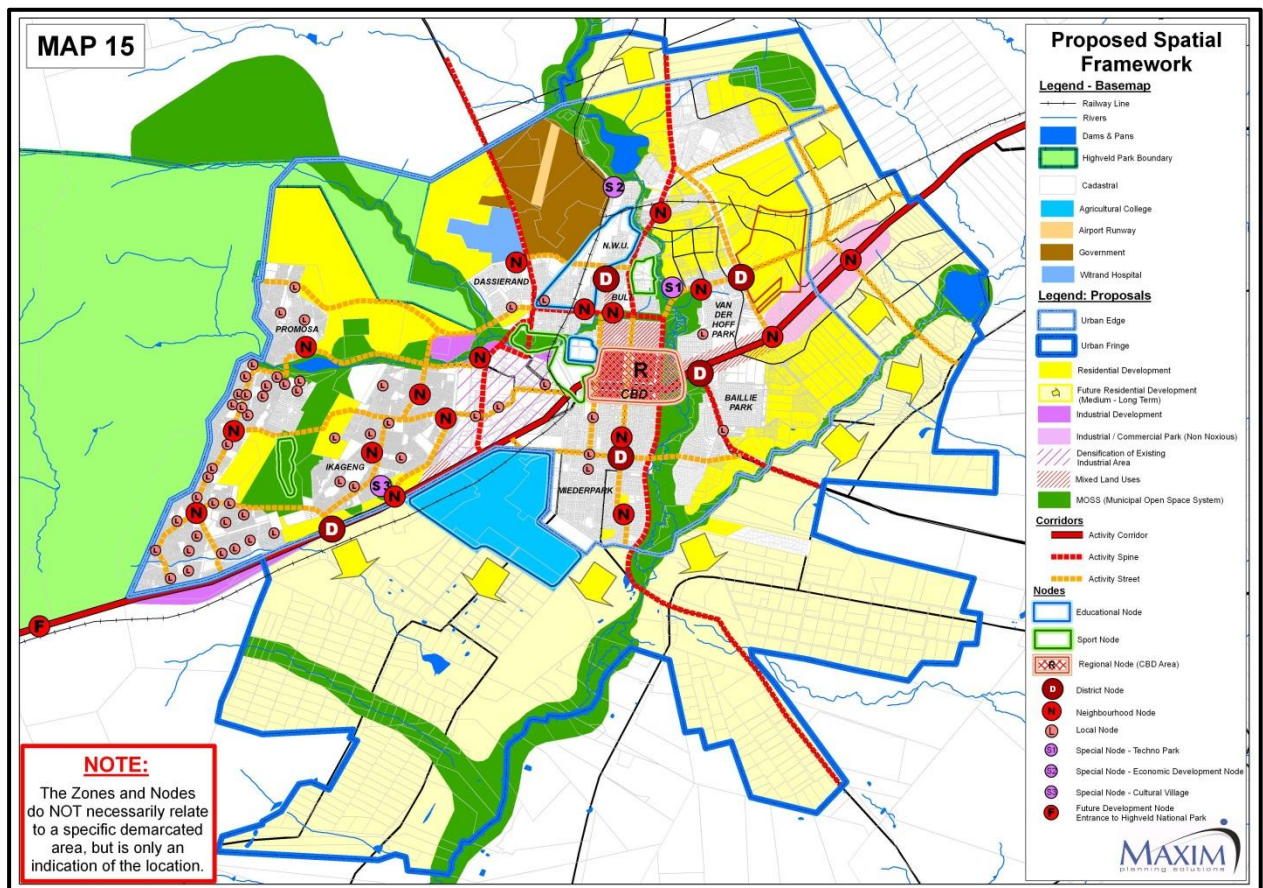
These insights are central to project and strategy formulation for sustainable community development as they illustrate the status quo of the municipality.

A framework for the compilation of the following land use policies are also provided within the SDF:

- Provision of land for the expansion infrastructure
- A CBD (Central Business District) revival strategy
- Urban integration and densification
- Open space planning
- A rural development policy

- Land use management (Tlokwe Local Municipality, 2008:51-59)

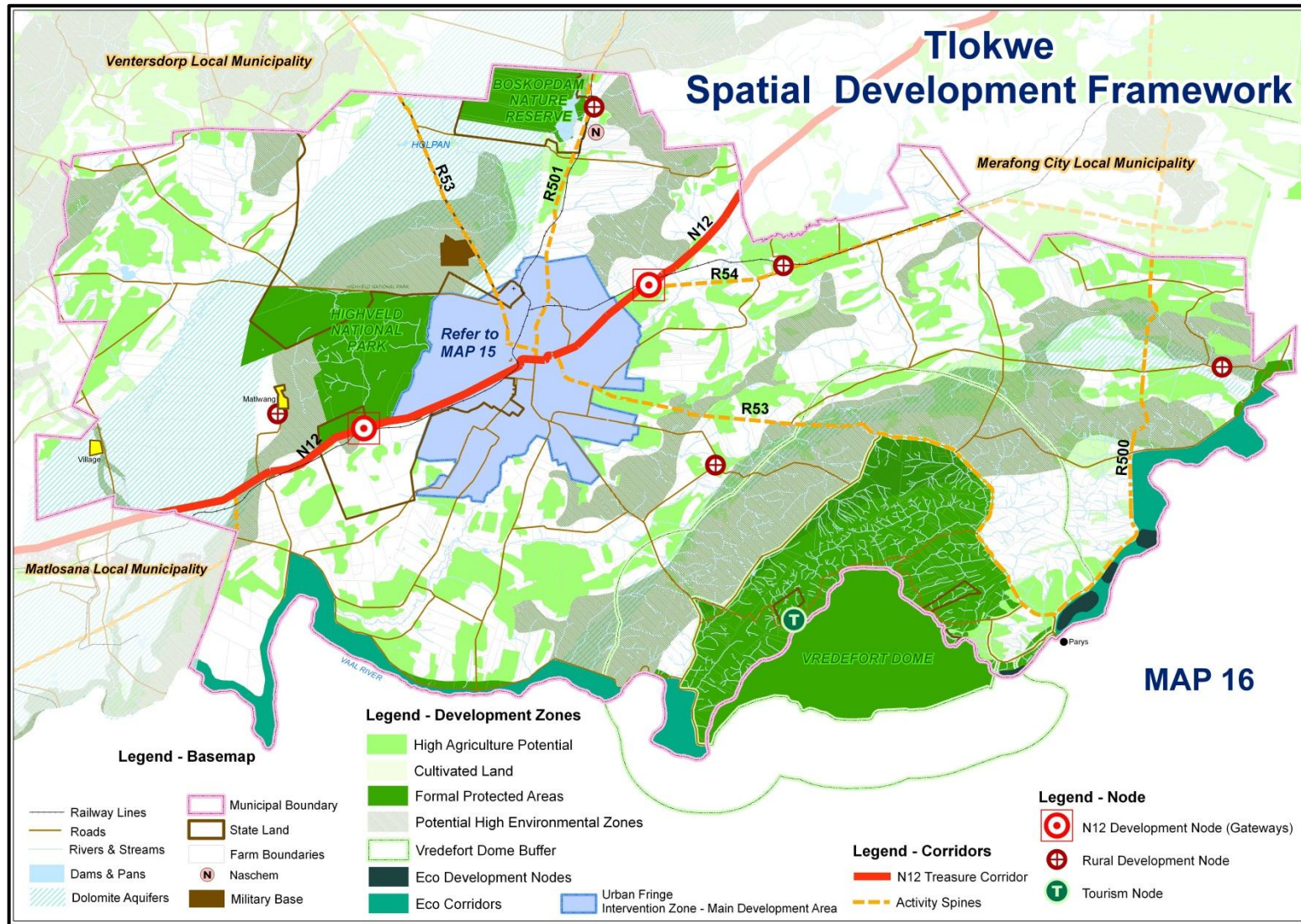
The SDF for Tlokwe (Tlokwe Local Municipality, 2008:52, 54-55) also identifies the N12 as providing important development opportunities within the municipality. The proposed land use policies as well as the N12 development opportunities can be harnessed to promote sustainable development and more importantly sustainable community development. The spatial representation of these policies can be seen in **Map 7.5**. In the proposed spatial framework for Tlokwe many of the elements of the sustainable community development fundamentals are illustrated, such as activity corridors, the urban edge and future development nodes.



Map 7.5: Proposed spatial framework for Tlokwe

Source: Tlokwe Local Municipality (2008:71)

The SDF of Tlokwe provides the basic structure from which to implement sustainable community planning and development as it is an illustration of the form and development the TLM wishes to promote. A graphical representation of the SDF can be seen in **Map 7.6**.



Map 7.6: Spatial Development Framework of Tlokwe Local Municipality
 Source: Tlokwe Local Municipality (2008:73)

7.3 Applying the sustainability assessment matrix to the Tlokwe Local Municipality

The ideal assessment matrix illustrated in **Table 6.8** is populated with indicators for which data is readily available in all four areas. Data is gathered from government and public sources, such as Statistics South Africa and Global Insight's Regional Explorer. In order to ensure reliability and compatibility of data, all data was gathered for 2007 since this was the year in which the last community census was conducted and this census represents the main source of data. Indicators for which data wasn't available for all four areas were removed from the assessment matrix. The indicators and correlating data that remained are now called the 'refined assessment matrix'. This new assessment matrix is represented in **Table 7.1**.

The multi-criteria approach as discussed in **section 6.5** in **Chapter 6** was applied to the refined assessment matrix (seen in **Table 7.1**) and the result can be seen in **Table 7.2**. In the performance matrix the results of each indicator of the Tlokwe Local Municipality was individually measured up against the result of each of the other areas. It was then decided if the TLM fared better, the same or worse than each individual areas.

From **Table 7.2** it can be deduced that the TLM can score a maximum of 23 for sustainability when measured against any one of the other spheres of government. This can only be achieved if TLM performs better in each of the 23 indicators than the sphere (RSA, NWP, DKKDM) it is being measured against.

Table 7.1: Refined assessment matrix

Pillar	Main Theme	Sub Theme	Indicator	RSA	NWP	DKKDM	TLM
Social	Poverty	Income	1) Portion of population living below the national poverty line as a percentage of the total population	62.53%	64.20%	62.16%	50.01%
			2) Portion of population below \$1 (R8.67) per day as a percentage of the total population	2.1%	2.6%	3.2%	1.0%
		Inequality	3) Portion of income earned by women as a percentage of the total income	38.50%	33.09%	31.91%	36.65%
		Energy	4) Portion of households without electricity as a percentage of the total households	19.92%	17.54%	15.84%	9.32%
			5) Portion of population using solid fuels for cooking as a percentage of the total population	16.69%	11.03%	3.19%	2.10%
		Living conditions	6) Portion of the population that own the house in which they live as a percentage of the total population	61.58%	54.11%	58.27%	43.41%
			7) Portion of the population living in inadequate housing as a percentage of the total population	14.44%	23.82%	22.45%	18.37%
	Governance	Crime	8) Intentional homicides per 100 000 of the population	37.00	25.74	34.28	35.49
	Health	Sanitation	9) Portion of population using improved sanitation as a percentage of the total population	89.56%	90.03%	81.73%	92.69%
		Water	10) Portion of population using improved water sources as a percentage of the total population	91.34%	95.95%	98.81%	97.98%
	Demographics	Population	11) Population growth rate	8.20%	2.50%	4.90%	-3.10%
			12) Dependency ratio	57.27	54.7	48.94	40.07
	Education	Basic education	13) Portion of population without basic education as a percentage of the total population	45.12%	50.62%	47.42%	39.58%
		Literacy	14) Adult literacy rate as a percentage of the total adult population	71.4%	64.9%	70.3%	75.5%
Environment	Land	Agriculture	15) Portion of arable and permanent cropland area as a percentage of the total land area	12.10%	19.80%	29.80%	20.90%
	Land Change	Land use & status	16) Population density	39.60	30.38	43.83	51.62
			17) Extent of land degradation	0.2%	0.0%	0.0%	0.0%
			18) Portion of built-up area for residential use as a percentage of the total built-up area	0.9%	1.2%	0.7%	0.8%
Economic	Employment	Employment	19) Employment-population ratio	40.09%	37.05%	41.53%	47.11%
			20) Share of women in wage employment in the non-agricultural sector as a percentage of the total employment	42.79%	32.16%	34.50%	42.72%
	Economic development	Information and communication technologies	21) Internet users per 100 of the population	13.74	2.91	8.40	10.34
			22) Telephone users per 100 of the population	18.55	8.33	14.46	23.30
		Macro-economic performance	23) GDP per capita in Rands	R 36,210.63	R 30,482.35	R 29,696.63	R 42,705.04

Source: Own construction

Table 7.2: Performance matrix of the refined assessment matrix

Pillar	Main Theme	Sub Theme	Indicator	South Africa			North West Province			Dr Kenneth Kuanda District Municipality			Tlokwe Local Municipality				
				Numerical result	Worse	The Same	Better	Numerical result	Worse	The Same	Better	Numerical result		Worse	The Same	Better	
					-1	0	1		-1	0	1			-1	0	1	
Social	Poverty	Income	1) Portion of population living below the national poverty line as a percentage of the total population	62.53%			X	64.20%			X	62.16%			X	50.01%	
			2) Portion of population below \$1 (R8.67) per day as a percentage of the total population	2.1%			X	2.6%			X	3.2%			X	1.0%	
		Inequality	3) Portion of income earned by women as a percentage of the total income	38.50%	X			33.09%			X	31.91%			X	36.65%	
			4) Portion of households without electricity as a percentage of the total households	19.92%			X	17.54%			X	15.84%			X	9.32%	
		Energy	5) Portion of population using solid fuels for cooking as a percentage of the total population	16.69%			X	11.03%			X	3.19%		X		2.10%	
			Living conditions	6) Portion of the population that own the house in which they live as a percentage of the total population	61.58%	X			54.11%	X			58.27%	X			43.41%
				7) Portion of the population living in inadequate housing as a percentage of the total population	14.44%	X			23.82%			X	22.45%			X	18.37%
	Governance	Crime	8) Intentional homicides per 100 000 of the population	37.00			X	25.74	X			34.28		X		35.49	
	Health	Sanitation	9) Portion of population using improved sanitation as a percentage of the total population	89.56%			X	90.03%			X	81.73%			X	92.69%	
		Water	10) Portion of population using improved water sources as a percentage of the total population	91.34%			X	95.95%			X	98.81%		X		97.98%	
	Demographics	Population	11) Population growth rate	8.20%	X			2.50%	X			4.90%	X			-3.10%	
			12) Dependency ratio	57.27			X	54.7			X	48.94			X	40.07	
			Education	13) Portion of population without basic education as a percentage of the total population	45.12%			X	50.62%			X	47.42%			X	39.58%
	Literacy	14) Adult literacy rate as a percentage of the total adult population		71.4%			X	64.9%			X	70.3%			X	75.5%	
Environment	Land	Agriculture	15) Portion of arable and permanent cropland area as a percentage of the total land area	12.10%			X	19.80%		X	29.80%	X			20.90%		
	Land Change	Land use & status	16) Population density	39.60			X	30.38			X	43.83			X	51.62	
			17) Extent of land degradation	0.2%			X	0.0%		X	0.0%		X		0.0%		
			18) Portion of built-up area for residential use as a percentage of the total built-up area	0.9%		X		1.2%			X	0.7%		X		0.8%	
Economic	Employment	Employment	19) Employment-population ratio	40.09%			X	37.05%			X	41.53%			X	47.11%	
			20) Share of women in wage employment in the non-agricultural sector as a percentage of the total employment	42.79%		X		32.16%			X	34.50%			X	42.72%	
	Economic development	Information and communication technologies	21) Internet users per 100 of the population	13.74	X			2.91			X	8.40			X	10.34	
			22) Telephone users per 100 of the population	18.55			X	8.33			X	14.46			X	23.30	
		Macro-economic performance	23) GDP per capita in Rands	R 36 210.63			X	R 30 482.35			X	R 29 696.63			X	R 42 705.04	
				11			15			12							

Source: Own construction

7.4 Interpretation of the results from the assessment matrix

Figure 7.5 was constructed from the MCA application of the assessment matrix in **Table 7.2**. It is an illustration of the sustainability performance of the TLM when measured against the spheres of government in which it falls. The number of indicators of sustainability in which TLM fared better, the same or worse in **Table 7.2** are summarised in **Figure 7.6**.

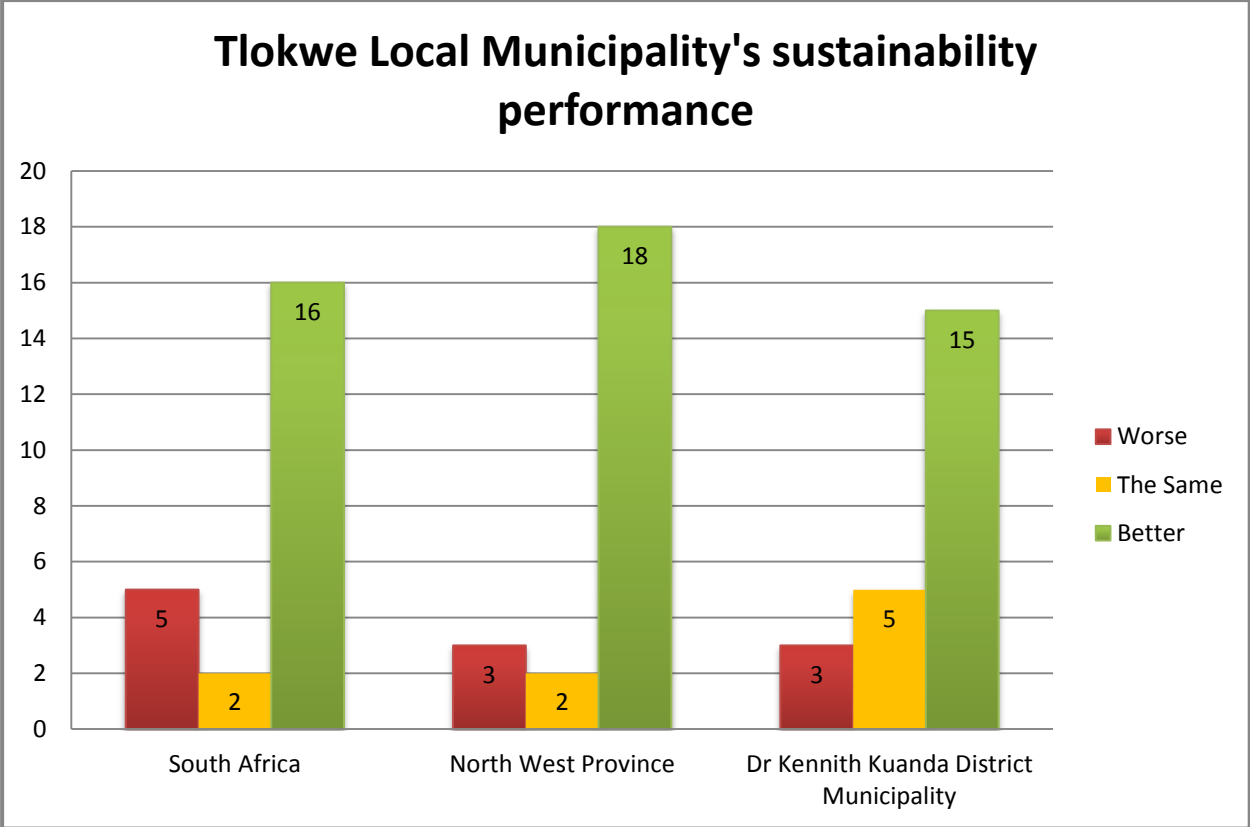


Figure 7.6: Tlokwe Local Municipality's sustainability performance when measured against the three spheres of government within which it falls.

Source: Own construction from *Table 7.2*

7.4.1 Tlokwe Local Municipality measured against the national sphere of government

Overall the TLM is considered to be as performing better in terms of sustainability than South Africa as a whole. TLM fared better in fifteen indicators of sustainability as seen in **Figure 7.6**. TLM performed better in the ten sub-themes of:

- Income: 50.01% of the population of TLM live below the national poverty line compared to 62.53% nationally and 1% of the residents of TLM live on less than \$1 per day compared to 2.1% nationally.

- Energy: Nationally 19.92% of households have no electricity opposed to 9.32% of households in TLM and 16.69% of the population use solid fuels for cooking nationally, but 2.1% of households in TLM do the same.
- Crime: The national homicide ratio is 37:100 000, but the homicide rate in TLM is 35.49:100 000
- Sanitation: 92.69% of residents in the TLM have access to improved sanitation facilities compared to 89.56% nationally.
- Water: In the TLM 97.98% of people have access to improved water sources, but 91.34% do nationally.
- Basic education: 39.58% of the population of TLM don't have at least basic education, while nationally 45.12% of the population lack basic education.
- Literacy: 71.4% of the national population is literate, while 75.5% of the local population of TLM is literate.
- Agriculture: 20.9% of the land area of the TLM is used for arable and permanent cropland while 12.1% of land nationally is used for this.
- Land use and status: TLM has a higher population density (51.62) than RSA (39.6) as well as less land degradation (0% locally, 0.2% nationally) which are both conducive of sustainability. The portion of built-up area used for residential use between these two spheres are comparatively the same (TLM=0.8% and RSA=0.9%).
- Macro-economic performance: The GDP per capita for TLM is R42 705,04 while it is R36 210,63 nationally.

The results achieved by TLM for these nine sub-themes (**Table 7.1** and **Table 7.2**) are more conducive of sustainable development than the results from the national sphere.

Only on the areas of living conditions and inequality did TLM perform worse than the national result. Less people own the house in which they live within TLM (43.41%) and there is a backlog on the provision of adequate, formal housing of 18.73%. Marginally less of the total income is earned by women in TLM (42.72%) than by women in the country as a whole (42.79%). On the sub-themes of population, employment and information and communication technologies TLM did comparatively the same as South Africa.

TLM scored 11 out of a possible 23 for sustainability when performance measured against South Africa.

7.4.2 Tlokwe Local Municipality measured against the provincial sphere of government

When equated to the North West Province, TLM appears to be performing better in terms of sustainability. TLM scored 15 out of a possible 23 in the comparison. A graphical representation can be seen in **Figure 7.6**. TLM performed better in 11 subthemes, namely:

- Income: Locally 50.01% of residents live below the national poverty line, while 64.2% of people do provincially and 1% of residents of TLM live below \$1 per day compared to 2.6% in the NWP.
- Inequality: 36.65% of all income is earned by women in the TLM, while 33.09% of income is earned by women provincially.
- Energy: Provincially 17.54% of households are without electricity compared to 9.32% locally and in the NWP 11.03% of households use solid fuels for cooking compared to 2.1% in TLM.
- Sanitation: The portion of the total population using improved sanitation facilities in the TLM is 92.69%, while it is 90.03% provincially.
- Water: In the NWP 95.95% of people use improved water sources, while 97.98% of residents in the TLM do the same.
- Basic education: 50.62% of the provincial population has no basic education, whereas 39.58% of the local population has no basic education.
- Literacy: 64.9% of adults in the NWP are literate, while 75.5% of adults in the TLM are literate.
- Land use and status: TLM has more person living per km² (51.62) than NWP (30.38) and a smaller portion of built-up area being used for residential use (0.8% compared to 1.2%). Land degradation for both spheres is the same at 0%.
- Employment: While 37.05% of the working age population of NWP is employed, 47.11% of the working age population of TLM is employed and TLM also has 42.72% of women employed in other sectors than the agricultural sector compared to 32.16% in the NWP.
- Information and communication technologies: 10.34 out of every 100 people in the TLM have access to the Internet, while 2.91 out of every 100 persons have the same advantage in the NWP. Provincially the number of telephone user per 100 of the population is 8.33, which is much lower than the 23.3 per 100 people in the TLM.
- Macro-economic performance: The GDP per capita in the TLM is R42 705.04, which is superior to the average of R30 482.35 measured provincially.

Crime is the only sub-theme in which TLM fared worse than the Province with 35.49 intentional homicides per 100 000 of the population for Tlokwe compared to 25.74 provincially. TLM fared somewhat the same as NWP in the remaining three sub-themes.

7.4.3 Tlokwe Local Municipality measured against the district sphere of government

The final sphere with which the TLM was compared was the Dr Kenneth Kuanda District Municipality (DKKDM). TLM is seen as performed better than DKKDM in the assessment matrix of sustainability with 12 out of a possible 23 points. The sub-theme of agriculture is the only area in which TLM performed worse due to the region dedicating only 20.9% of its land area to arable cropland. TLM performed better on the following nine sub-themes:

- Income: The 62.16% of the population lives below the national poverty line in the district municipality, whereas 50.01% of the population of TLM lives below this line. The portion of the population living below \$1 per day in the TLM is also lower than that of the district with 1% compared to 3.2%.
- Inequality: Locally 36.65% of all income is earned by women, while 31.91% of income is earned by women within the district municipality
- Sanitation: 92.69% of the population within the TLM have access to improved sanitation facilities, which is higher than that of the DKKDM (81.73%).
- Basic education: Within the DKKDM 47.42% of people received no basic education, while this percentage is 39.58% in the TLM.
- Literacy: 5.2% more adults are literate in the TLM (75.5%) than within the district municipality (70.3%).
- Employment: While 47.11% of the working age population of TLM is employed only 41.53% of the DKKDM are. 34.5% of employed women are working in the non-agricultural sector, which is less than that of TLM (42.72%).
- Land use and status: The population of DKKDM is 43.83 persons per km², while the TLM has a population density of 51.62. Both areas have the same amount of land degradation (0%) and of built-up area being used for residential use (0.7% and 0.8%).
- Information and communication technologies: Within the DKKDM 8.4 out of every 100 people have access to the Internet and 14.46 have access to a telephone, in contrast 10.34 persons out of a 100 have access to the Internet and 23.3 to a telephone in the TLM.
- Macro-economic performance: The GDP per capita is more in the TLM (R42 702.04) than in the DKKDM (R29.696.63).

7.4.4 Conclusion

After comparing TLM with the other three regions to gauge the relative sustainability of the municipality, it is found that TLM is performing comparatively better. TLM performed better in 11 sub-themes, while it did more or less the same in the remaining five. TLM scored 32 out of a possible 69 indicating that the municipality is almost halfway to becoming sustainable. The 11 sub-themes in which the TLM did better are:

- Income: Less people within the TLM live below the national poverty line (50.01%) than in any of the other three spheres and only 1% of the population of TLM live on less than \$1 per day.
- Inequality: Of the three spheres with which the TLM was compared only in the national sphere there was a higher portion of the total income earned by women (38.5% nationally vs. 36.65% locally).
- Energy: TLM has the least amount of households without access to electricity (9.32%) and also the least amount of persons using solid fuel for cooking (2.1%).
- Sanitation: The TLM has the best access to improved sanitation of the four spheres with 92.69% of persons using improved sanitation facilities.
- Water: Only in the DKKDM did a higher percentage of the population have access to improved water sources (98.81%) than those within the TLM (97.98%). The other two spheres performed more poorly than the TLM.
- Basic education: Only 39.58% of the population within the TLM had not completed the basic education level while this percentage was much higher for the other three spheres.
- Literacy: TLM has the highest adult literacy rate (75.5%) of the four spheres.
- Employment: A higher portion of the working age population in the TLM is employed (47.11%) whereas only 40.09% are employed nationally, 37.05% provincially and 41.53% within the district sphere. The TLM also has a higher portion of women employed within the non-agricultural sectors (42.72%) than the NWP (32.16%) and the DKKDM (34.5%).
- Land use and status: The population density of the TLM (51.62) is more conducive of sustainability than that of the other three spheres (RSA-39.6; NWP-30.38; DKKDM-43.83). Land degradation in the TLM, NWP and DKKDM are identical (0%) while the national sphere has a degradation percentage of 2%. TLM has a smaller portion of built-up area dedicated to residential use (0.8%) than that of the NWP (1.2%) and a similar portion to that of RSA (0.9%) and DKKDM (0.7%).
- Information and communication technologies: Although the national sphere has more Internet user per 100 of the population (13.74) than the TLM (10.34), the NWP (2.91)

and the DKKDM (8.4) did not perform as well. Telephone use within the TLM is also highest with 23.3 out of every 100 persons having access to a telephone.

- Macro-economic performance: The TLM has the highest GDP per capita than any of the three other spheres with R42 705.04.

The above sub-themes are areas in which the TLM are performing above average and no immediate intervention is needed.

The following four sub-themes represent areas in which the TLM performed more or less the same as the other three areas and in some cases even worse. These sub-themes are:

- Living conditions: The portion of residents who own the home in which they live is lowest within the TLM (43.41%). There are also more persons in the TLM that reside in inadequate housing (18.37%) than in RSA (14.44%), but less than in NWP (23.82%) and in DKKDM (22.45%).
- Crime: There are more intentional homicides committed per 100 000 persons in the TLM (35.49) than in the province (25.74) and in DKKDM (34.28)
- Population: While TLM has the best dependency ratio of all four spheres (40.07), it has a negative population growth rate (-3.1%) which causes the TLM to underperform in the sub-theme of population.
- Agriculture: Even though the local sphere dedicates a higher portion (20.09%) of its total land area to arable and permanent cropland than the national (12.1%) and provincial (19.8%) spheres, only the DKKDM achieved a higher percentage (29.8%).

Action is needed in these areas to improve the sustainability rating of TLM in comparison to the other three spheres.

Living conditions:

TLM has a lesser percentage of residents who own the houses they live in. This is due to the fact that Potchefstroom is home to the largest university campus in the province. Most housing is rented to accommodate the vast number of out-of-town students. Because of this, tenure status as indicator is not an adequate reflection of the sustainability of the municipality.

Less people reside in inadequate housing within the TLM than in the DKKDM and the NWP. Only the South African average is higher than that of the TLM. Steps should be taken to reduce the housing backlog, but no serious intervention is needed.

Crime:

The number of intentional homicides per 100 000 of the population within the TLM is higher than in the NWP, but comparatively the same as the DKKDM. While doing better than the national

average, performance on this indicator is not satisfactory. Strategies and action plans should be formulated to improve crime statistics by reducing the prevalence of crime, combatting corruption and empowering the Justice department.

Population:

While having a dependency ratio that is superior to that of the other three regions, TLM has a negative population growth rate. High and rampant population growth is not desired, but negative growth is also not preferable.

Agriculture:

A larger portion of the TLM's land area is used as arable and permanent cropland than that of the South African average. While having comparatively the same amount as that of the NWP, the TLM has less land devoted to agriculture than the DKKDM. A strictly enforced urban edge is needed to ensure that urban sprawl doesn't reduce the amount of land available for farming. Agricultural development should also be promoted through policies, training programmes and other strategies.

7.5 Prioritizing projects for sustainable community development for the Tlokwe Local Municipality

The GAM evaluation methods (as discussed in **Chapter 6**), is used to identify priority sustainable community development projects for implementation by the TLM. The SDF, EMF, ITP and IDP all list projects which they have identified based on need and desirability. These projects are summarised in the tables below (**Table 7.3-7.6**). Each table contains a description of the project (column 1-3), the implementation period thereof (column 4) and implementation agent (column 6), estimated project cost and funding source (column 5 and 7) as well as a proposed timeframe (column 15-19). The implementation period is given in months, but does not necessarily represent consecutive months. The implementation period and estimated cost include all phases of the project from plan formulation, application for funding to project execution.

Each project is scored using the GAM given in **Table 6.10** in accordance with the sustainable community development fundamentals (identified and discussed in section 4.1) and prioritized according to the total GAM score. The scoring of projects enables the TLM to easily identify the priority projects associated with each sectoral plan. The top six GAM scores (26, 24, 22, 20, 18

and 16) are used to identify the crucial priority projects from all four sectoral plans to be implemented. These overarching priority projects are contained in **Table 7.7**.

Table 7.3: Spatial Development Framework projects

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
SDF 1	Urban built-up area	Urban renewal	9	0.48	TLM	TLM	5	3	3	3	5	5	24					
SDF 2	Urban fringe	Stimulation of urban agricultural projects	18	0.65	TLM	TLM	5	5	1	1	5	5	22					
SDF 3	Rural hinterland	Provision of much needed social facilities to the rural population	36	15.0	TLM	TLM, NWP	5	3	3	1	5	5	22					
SDF 4	Urban built-up area	Densification & integration	6	0.185	TLM	TLM	3	3	3	5	5	3	22					
SDF 5	Urban edge	New township establishments & the provision of housing	48	2.35	TLM	TLM	5	3	3	3	3	3	20					
SDF 6	Urban edge	Integration of environmental sensitive areas within the municipality	9	0.25	TLM	TLM	3	1	1	1	5	5	16					
SDF 7	Urban built-up area	Protection of environmental sensitive areas as well as cultural heritage resources	14	0.5	TLM	TLM,	3	1	1	1	5	5	16					
SDF 8	Urban built-up area	Urban infill	8	0.22	TLM	TLM	3	1	3	3	3	1	14					
SDF 9	Urban edge	Planning & provision of bulk services for new development	18	15.0	TLM, MIG, DBSA	TLM	5	1	5	1	1	1	14					
SDF 10	Urban edge	Stimulation of LED	12 (on-going)	0.5	TLM	TLM	1	5	1	1	3	3	14					
SDF 11	Urban built-up area	Upgrading & maintenance of services	36	10.0	TLM	TLM	3	1	5	1	1	1	12					
SDF 12	Rural hinterland	Protection & management of environmental sensitive areas	8	0.25	TLM	TLM	3	1	1	1	3	3	12					
SDF 13	Rural hinterland	Proper land use & environmental management relating to eco-estates, equestrian developments, country-estates & business development & rural settlements	16	0.45	TLM	TLM	3	1	3	1	1	1	10					
SDF 14	Urban fringe	New township developments to be considered on merit provided that the municipality will not be responsible for the funding of bulk & external services	24 (on-going)	0.8	TLM	TLM	3	1	3	1	1	1	10					
SDF 15	Urban fringe	Protection of environmental sensitive areas as well as high potential agricultural land	8	0.32	TLM	TLM	1	3	1	1	1	1	8					
SDF 16	Rural hinterland	Protection of high potential agricultural land & the promotion of sustainable agricultural projects	14	0.5	TLM	TLM	1	3	1	1	1	1	8					
SDF 17	Urban fringe	Proper land use management on agricultural holdings & small farm portions.	12 (on-going)	1.2	TLM	TLM	1	1	1	1	1	1	6					

Source: Own construction from Potchefstroom City Council (2007:28-29)

Table 7.4: Environmental Management Framework projects

Project number	Project category	Project outcome	Implementati on period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
EMF 1	Services backlog	Sustainable housing initiatives	36	15.0	TLM, NWDHS, MIG	MIG	5	3	5	3	5	5	26					
EMF 2	Residential	Quality urban environments	12 (on-going)	0.5	TLM	TLM	5	1	5	5	5	5	26					
EMF 3	Waste management	Expansion of recycling effort & clean-up campaigns	12 (on-going)	1.0	TLM	TLM	1	3	3	1	5	5	18					
EMF 4	Sustainability	Energy & resource efficiency projects	12 (on-going)	1.5	TLM, Eskom	TLM, PPPs, NGOs	3	3	5	1	3	3	18					
EMF 5	Sustainability	Food gardens	12 (on-going)	1.0	TLM, NWU	TLM, NWU	3	3	1	1	5	5	18					
EMF 6	Waste management	Public/ Private partnerships & education	12 (on-going)	0.25	TLM, NWU	TLM	1	3	1	1	5	5	16					
EMF 7	Services backlog	Entrepreneurial opportunities in waste management	12 (on-going)	0.85	TLM, MIG, DBSA	TLM	1	5	5	1	3	1	16					
EMF 8	HIV/AIDS	Food security projects to improve general health	12 (on-going)	1.5	TLM, NWDEDT	TLM, NGOs	1	3	1	1	5	5	16					
EMF 9	Highveld Park	Tourism development close to urban centre	12 (on-going)	1.0	TLM, NWDEDT	TLM, NWDEDT	1	5	1	3	3	3	16					
EMF 10	Urbanisation	Public works programmes	48	5.0	TLM, NWDPW	TLM, NWDPW	1	5	3	1	3	1	14					
EMF 11	Estates	Guidelines in place	12	0.25	TLM	TLM	3	1	3	3	3	1	14					
EMF 12	Sustainability	International profile	12	0.1	TLM, INW	TLM	3	3	1	1	3	3	14					
EMF 13	MOSS	SDF planning	24	0.8	TLM	TLM	3	3	3	3	1	1	14					
EMF 14	Waste management	New landfill	28	4.5	TLM	TLM	3	1	5	1	1	1	12					
EMF 15	Waste management	Private recycling initiative	36	1.8	TLM	TLM	1	3	3	1	1	3	12					
EMF 16	Highveld National Park	Community involvement	48	0.8	TLM	TLM	1	3	1	1	3	3	12					
EMF 17	Watercourses	Service infrastructure maintenance & upgrading	48	4.8 (p/a)	TLM, MIG, DBSA	TLM, DWAF	1	3	5	1	1	1	12					
EMF 18	Recent history	Application of heritage legislation & local regulations	24	0.25	TLM	TLM	1	3	1	1	3	3	12					
EMF 19	Recent history	Cultural village	18	0.2	TLM, NWU	TLM	1	3	1	1	3	3	12					
EMF 20	Sustainability	Green procurement policy	36	0.65	TLM, NWU	TLM	1	3	1	1	3	3	12					
EMF 21	Estates	Better resourced protection of ecological features	48	0.015 (p/a)	TLM, NWU	TLM, NWU, NGOs	1	3	1	1	3	3	12					
EMF 22	Agriculture	Responsible farming practice	24	0.8	TLM, NWDARD	TLM	1	5	1	1	1	3	12					
EMF 23	Urbanisation	Labour pool	48	1.9	TLM, NWDL	TLM	1	5	1	1	3	1	12					
EMF 24	Employment	Mining opportunities close to urban areas	48	0.8	TLM, PPPs, Mining houses	TLM	1	5	1	3	1	1	12					
EMF 25	Recent history	New heritage elements such as memorials	18	0.15	TLM, NWU	TLM	1	3	1	1	3	3	12					
EMF 26	Pre-Voortrekker history	Must be recorded & documented prior to development	36	0.2	TLM, SARA	TLM	1	3	1	1	3	3	12					
EMF 27	Highveld National Park	Tourism	36	0.45	TLM, NWDEDT	TLM	1	5	1	1	1	1	10					
EMF 28	Water & geotechnical stability	Karst ecosystems & related tourism	24	0.85	TLM, PPPs, NWU	TLM	1	3	1	1	3	1	10					
EMF 29	Wetlands	Sustainable resource harvesting	36	1.0	TLM, NWU	TLM	1	5	1	1	1	1	10					
EMF 30	Watercourses	Public works programmes	36	1.8	TLM, NWU	TLM	1	3	3	1	1	1	10					

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
EMF 31	Employment	Green industry jobs	18	0.8	TLM, NWU	TLM	1	5	1	1	1	1	10					
EMF 32	Urbanisation	Environmental education & awareness	36	1.0	TLM	TLM	1	1	1	1	3	3	10					
EMF 33	Employment	Most employment in services industry	36	5.0	TLM, PPPs, NGOs	TLM	1	5	1	1	1	1	10					
EMF 34	Water	Sensitive environments associated with dolomites	24	1.0	TLM, NWU	TLM	3	1	3	1	1	1	10					
EMF 35	Highveld National Park	Public works programmes	36	1.5	TLM, NWDPW	TLM	1	3	1	1	1	1	8					
EMF 36	Encroachment & fragmentation	Conservation planning at a local scale	24	0.8	TLM, NWU	TLM	1	1	1	1	1	3	8					
EMF 37	Encroachment & fragmentation	Private conservation initiatives	18	0.45	TLM, NWU	TLM	1	1	1	1	1	3	8					
EMF 38	Wetlands	Public works programmes	18	0.85	TLM, NWDPW, PPPs	TLM, NGOs	1	3	1	1	1	1	8					
EMF 39	High potential soils to the East & South west	Grazing & cultivation potential	24	0.5	TLM, NWU, NGOs	TLM	1	3	1	1	1	1	8					
EMF 40	Sustainability	Establishment of an Environmental Management Unit	12	0.8	TLM, NWU	TLM	1	1	1	1	1	1	6					
EMF 41	MOSS	LUM policy for the urban portion of the Mooi River	12	0.42	TLM, NWU	TLM	1	1	1	1	1	1	6					
EMF 42	Air pollution	Monitoring and improvement of air quality	18	0.48	TLM, NWU	TLM	1	1	1	1	1	1	6					
EMF 43	Water & geotechnical stability	Grassland conservation	36	0.75	TLM, NWU	TLM	1	1	1	1	1	1	6					
EMF 44	Water & geotechnical stability	High groundwater recharge rate	36	1.0	TLM, NWU	TLM	1	1	1	1	1	1	6					
EMF 45	Sensitivity classification	Field verification & fine scale mapping	18	0.65	TLM, NWU	TLM	1	1	1	1	1	1	6					
EMF 46	High potential soils to the East & South west	Low erosion risk	9	0.25	TLM, NWU	TLM	1	1	1	1	1	1	6					

Source: Own construction from North West Province (2009:37-77)

Table 7.5: Integrated Transport Plan projects

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
ITP 1	Public transport projects	Provide public transport facilities at schools	48	5.0	TLM	NWDPW, TLM	1	3	1	5	3	3	16					
ITP 2	Public transport rank facilities	Upgrading & maintenance	36	11.1	TLM, PTIF	TLM	1	3	1	3	3	3	14					
ITP 3	Public transport projects	Provide walk & bicycle ways to & from schools	24	5.0	TLM	TLM	1	1	1	5	3	3	14					
ITP 4	Public transport projects	Public transport routes and services on special public transport routes	48	1.0	TLM, NWP	TLM	1	3	1	5	1	3	14					
ITP 5	Public transport projects	Develop public transport facilities along special public transport routes	36	5.0	TLM	TLM	1	3	1	5	1	3	14					
ITP 6	New roads & intersections	Access road to Matlwang village	24	3.8	TLM	TLM	1	3	1	5	1	1	12					
ITP 7	Public transport projects	Provide metered taxi facilities	18	2.0	TLM, PPPs, Taxi organisation	TLM	1	5	1	3	1	1	12					
ITP 8	New roads & intersections	Govan Mbeki / N12 connection	36	7.5	TLM, SANRAL	TLM	1	3	1	5	1	1	12					
ITP 9	New roads & intersections	Carltonville / N12 connection	48	11.5	TLM, SANRAL	TLM	1	3	1	5	1	1	12					
ITP 10	New roads & intersections	Botha / Prays avenue extension & crossing Moorivier	36	8.5	TLM	TLM	1	1	1	5	1	1	10					
ITP 11	New roads & intersections	Machavie access road	24	3.8	TLM	TLM	1	1	1	5	1	1	10					
ITP 12	New roads & intersections	Plan & build new collector roads	48	11.5	TLM	TLM	1	1	1	5	1	1	10					
ITP 13	Planning work	Transportation Plan	36	1.0	NDOT	TLM	1	1	1	5	1	1	10					
ITP 14	Paving of gravel roads	Upgrading of 200km of roads	48	200.0	DKKDM	TLM	1	3	1	3	1	1	10					
ITP 15	Paving of gravel roads	Paving of 124km urban roads	36	280.0	MIG, DKKDM	TLM	1	1	1	3	1	3	10					
ITP 16	Maintenance	Road maintenance plan	48	20.0	TLM	TLM	1	1	1	5	1	1	10					
ITP 17	Public transport projects	Safety & security measures at main ranks	12 (on-going)	2.0	TLM	TLM	1	1	1	3	3	1	10					
ITP 18	Public transport projects	Develop multi-modal facility at Potch train station	48	10.0	TLM, SARCC, PPPs	TLM	1	1	1	5	1	1	10					
ITP 19	Paving of gravel roads	Paving steep gradients	36	13.0	MIG	TLM	1	1	1	3	1	1	8					
ITP 20	New roads & intersections	Sarafina Street & signalised N12 intersection	24	3.6	MIG	TLM	1	1	1	3	1	1	8					
ITP 21	New roads & intersections	Botha avenue / N12 interchange	36	6.0	TLM	TLM	1	1	1	3	1	1	8					
ITP 22	New roads & intersections	New Roads links in western suburbs	48	4.0	TLM	TLM	1	1	1	3	1	1	8					
ITP 23	New roads & intersections	Ross/ Louis le Grange connection	24	2.1	TLM	TLM	1	1	1	3	1	1	8					
ITP 24	Maintenance	Drikus Malan Bridge upgrade	36	6.0	TLM, DKKDM, NDOT	TLM	1	1	1	3	1	1	8					
ITP 25	Maintenance	Retro-fit traffic lights with LEDs	24	0.2	TLM		1	1	1	3	1	1	8					
ITP 26	Maintenance	Road signal / signs compliance audit, management plan & replacements	36	2.0	TLM	TLM	1	1	1	3	1	1	8					
ITP 27	Planning work	Update roads in GIS format	24	1.2	TLM	TLM	1	1	1	3	1	1	8					
ITP 28	Public transport projects	Public transport law enforcement	12 (on-going)	0.5	TLM, NWP	TLM	1	1	1	3	1	1	8					
ITP 29	Public transport projects	Facilities for persons with special needs – main ranks	36	2.0	TLM, SANRAL	TLM	1	1	1	3	1	1	8					

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
ITP 30	Capacity & safety improvements	Synchronisation & new signals on N12 intersections	24	2.5	TLM	TLM	1	1	1	3	1	1	8					
ITP 31	Capacity & safety improvements	Traffic circles study & implementation program	18	0.6	TLM	TLM	1	1	1	3	1	1	8					
ITP 32	Public transport projects	Appoint public transport & operating licence officials	24	1.5	TLM, Taxi organisation	TLM	1	1	1	3	1	1	8					
ITP 33	Public transport projects	Demand responsive mini bus taxi pilot service	24	1.0	TLM, Taxi organisation, PPPs	TLM	1	1	1	3	1	1	8					
ITP 34	Upgrade disaster management centre	Upgrading of disaster management centre	48	2.2	TLM	TLM	1	1	1	1	1	1	6					
ITP 35	Manage freight traffic & damage to road infrastructure	Mobile heavy vehicle weight equipment, bylaws, law enforcement implementation	48	0.8	TLM, SANRAL, NDOT	TLM	1	1	1	1	1	1	6					
ITP 36	Public transport projects	Non-motorised facilities to 2010 training stadia	36	5.0	TLM, NDOT	TLM	1	1	1	1	1	1	6					

Source: Own construction from Potchefstroom City Council (2007, 75-78)

Table 7.6: Integrated Development Plan projects

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
IDP 1	Actions supportive of the Human Settlements outcomes	Development of policies that increase densities	24	0.8	TLM, NWDHS	TLM	3	3	5	5	5	3	24					
IDP 2	Actions supportive of the Human Settlements outcomes	Facilitating the construction of good quality houses & secure tenure	36	1.0	TLM, NWDHS	TLM	5	3	3	1	5	3	20					
IDP 3	Environmental assets & natural resources that are well protected & continually enhanced	Implement sustainable development projects	18	0.045	TLM, NGOs, PPPs	TLM	5	3	3	3	3	3	20					
IDP 4	Actions supportive of the Human Settlements outcomes	Development of the Integrated Human Settlement Development	24	0.8	TLM, NWDHS	TLM	5	1	3	3	5	3	20					
IDP 5	Actions supportive of the Human Settlements outcomes	Facilitation & provision of good quality houses & secured tenure	48	2.5	TLM	TLM	5	3	3	1	5	3	20					
IDP 6	Environmental assets & natural resources that are well protected & continually enhanced	Implement & enforce the land use policy, SDF and EMF	24	0.8	TLM	TLM	3	3	3	3	3	3	18					
IDP 7	Implement community work programs	Implement outreach programmes	18	0.14	TLM	TLM	1	3	1	1	5	5	16					
IDP 8	Actions supportive of the Human Settlements outcomes	Township establishment	48	4.5	TLM	TLM	3	1	3	3	3	3	16					
IDP 9	Environmental assets & natural resources that are well protected & continually enhanced	Investigate & implement a composting project	48	1.5	TLM, NWU	TLM	1	5	3	1	3	3	16					
IDP 10	Environmental assets & natural resources that are well protected & continually enhanced	Investigate & implement recycling projects	24	0.8	TLM, NWU	TLM	1	5	3	1	3	3	16					
IDP 11	Actions supportive of the Human Settlements outcomes	Provision of good quality rental accommodation	36	10.0	TLM, NWU, NWDHS	TLM	5	1	1	1	5	3	16					
IDP 12	Improve access to basic services	Provide refuse removal services with increased capacity & required equipment	24	4.5	TLM	TLM	1	1	5	1	3	3	14					
IDP 13	Improve access to basic services	Provide clean street litter bins with increased capacity & required equipment	24	1.8	TLM	TLM	1	1	5	1	3	3	14					
IDP 14	Implement community work programs	Involve artists & implement Arts & Culture exhibitions	12 (on-going)	0.15	TLM	TLM	1	3	1	1	5	3	14					
IDP 15	Implement community work programs	Implement arts & crafts skills development projects	24	0.8	TLM, NWDEDT, NWI	TLM	1	3	1	1	5	3	14					
IDP 16	Economic Development	Township Tourism	24	0.45	TLM, NWU,	TLM	1	5	1	1	3	3	14					
IDP 17	Implement community work programs	Implement maintenance & upgrading projects with allocated funds at Sport and Recreation facility	48	1.8	TLM, NWDPW	TLM	1	1	3	1	5	3	14					
IDP 18	Implement community work programs	Facilitate & liaise with Sport Federations to plan & implement sport events & activities	18	2.5	TLM, NWDEDT, NWU	TLM	1	3	1	1	5	3	14					
IDP 19	Implement community work programs	Implement marketing strategies & promotional activities to increase Resort utilisation & revenue	12	0.8	TLM, NWU	TLM	1	5	1	1	3	3	14					

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
IDP 20	Implement actions to support human settlement outcomes	Provide refuse removal services with increased capacity & required equipment at new development	36	2.4	TLM	TLM	1	5	1	1	3	3	14					
IDP 21	Implement actions to support human settlement outcomes	Implement EPWP Projects	48	24.0	TLM, NWDPW	TLM	1	5	1	1	3	3	14					
IDP 22	Actions supportive of the Human Settlements outcomes	Development of strategies & policies that facilitate the acquisition of well located public land for development	24	0.8	TLM	TLM	3	1	3	3	3	1	14					
IDP 23	Implement actions to support human settlement outcomes	Establish & maintain parks at new developments	36	8.0	TLM	TLM	3	1	3	1	3	3	14					
IDP 24	Economic Development	Tourism SMME, Agricultural development, etc	24	1.8	TLM, NWU	TLM	1	5	1	1	3	3	14					
IDP 25	Implement community work programs	Implement Eco circle projects & educate & train beneficiaries	24	0.8	TLM, NWU	TLM	1	3	1	1	3	3	12					
IDP 26	Implement community work programs	Implement Ward cleaning projects	48	0.8 (per ward)	TLM	TLM	1	1	3	1	3	3	12					
IDP 27	Implement community work programs	Implement Ward Tree planting projects	18	1.0	TLM	TLM	3	1	1	1	3	3	12					
IDP 28	Economic Development	Tourism awareness programmes	12	0.4	TLM, NWU	TLM	1	5	1	1	1	3	12					
IDP 29	Implement community work programs	Implement cleaning projects at rest rooms	12 (on-going)	1.0	TLM	TLM	1	1	3	1	3	3	12					
IDP 30	Implement community work programs	Implement maintenance projects with allocated funds at rest rooms	36 (on-going)	1.5	TLM	TLM	1	1	3	1	3	3	12					
IDP 31	Environmental assets & natural resources that are well protected & continually enhanced	Implement greening & maintenance projects	36	1.0	TLM	TLM	1	3	1	1	3	3	12					
IDP 32	Improve access to basic services	Provide 500 sewer connections	36	2.25	TLM, MIG, NWDPW	TLM	1	1	5	1	3	1	12					
IDP 33	Improve access to basic services	Provide 500 water connections	36	2.89	TLM, MIG, NWDPW	TLM	1	1	5	1	3	1	12					
IDP 34	Improve access to basic services	Construct 5km of roads & stormwater	36	2.8	TLM, MIG, NWDPW	TLM	1	1	5	1	3	1	12					
IDP 35	Economic Development	LED Action Plan	12	0.118	TLM, NWU	TLM	1	5	1	1	1	3	12					
IDP 36	Economic Development	SMME capacity building programmes	12	0.08	TLM, NWU	TLM	1	5	1	1	1	3	12					
IDP 37	Economic Development	Business Licenses & hawkers permits	12	0.1	TLM	TLM	1	5	1	1	1	3	12					
IDP 38	Economic Development	Women Empowerment	12	0.08	TLM, NWDEDT	TLM	1	3	1	1	3	3	12					
IDP 39	Economic Development	Tourism Capacity building programmes	12	0.18	TLM, NWU	TLM	1	5	1	1	1	3	12					
IDP 40	Improve access to basic services	Implement the tender process and appoint a contractor to develop cell 3 at the landfill site	36	0.25	TLM	TLM	1	1	5	1	1	1	10					
IDP 41	Improve access to basic services	Facilitate the development & submission of business plans to access funding	48	1.8	TLM	TLM	1	5	1	1	1	1	10					
IDP 42	Implement community work programs	Implement Refuse Removal Ward cleaning projects	24	2.0	TLM, PPPs	TLM	1	1	3	1	1	3	10					
IDP 43	Implement community work programs	Implement library book displays at all libraries	24	1.0	TLM	TLM	1	1	1	1	3	3	10					
IDP 44	Implement community work programs	Repair & maintain books	24 (on-going)	1.0	TLM	TLM	1	1	1	1	3	3	10					

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
IDP 45	Environmental assets & natural resources that are well protected & continually enhanced	Implement a project on enhancing quality & quantity of water resources	36	4.2	TLM, NWU	TLM	1	1	3	1	3	1	10					
IDP 46	Improve access to basic services	1 CBD substation & 14km of 132 kV lines from Eskom DS to CBD	24	50.0	TLM, MIG	TLM	1	1	5	1	1	1	10					
IDP 47	Implement a differential approach to Municipal Planning	Rectification of Pre-1994 properties	48	15.0	TLM, NWDHS	TLM	1	3	1	1	3	1	10					
IDP 48	Ensure proper Human resource management & development within the municipality	Facilitate the implementation of BEE processes	36 (on-going)	1.5	TLM, NWDEDT	TLM	1	5	1	1	1	1	10					
IDP 49	Economic Development	Develop economic strategy	12	0.15	TLM	TLM	1	5	1	1	1	1	10					
IDP 50	Economic Development	Livestock relocation project	12	0.5	TLM	TLM	1	3	1	1	1	3	10					
IDP 51	Economic Development	Local Industrial development strategy	12	0.85	TLM	TLM	1	5	1	1	1	1	10					
IDP 52	Economic Development	Cooperatives & emerging farmers capacity building programmes	24	0.5	TLM, NWDARD	TLM	1	5	1	1	1	1	10					
IDP 53	Economic Development	Agricultural Development Project	24	0.8	TLM, NWDARD	TLM	1	5	1	1	1	1	10					
IDP 54	Economic Development	Promotion of Industrial Parks	48	1.8	TLM, IDC	TLM	1	5	1	1	1	1	10					
IDP 55	Economic Development	NDGP, Science park, Light Industrial Park etc	24	0.048	TLM, NWU	TLM	1	3	1	1	3	1	10					
IDP 56	Economic Development	N12 Treasure Route SDI	48	25.0	TLM	TLM	1	5	1	1	1	1	10					
IDP 57	Economic Development	Annual Tourism Awards	12 (on-going)	0.5	TLM, NWU	TLM	1	1	1	1	3	3	10					
IDP 58	Implement community work programs	Purchase books according to community needs	12 (on-going)	2.5	TLM	TLM	1	1	1	1	3	1	8					
IDP 59	Environmental assets & natural resources that are well protected & continually enhanced	Implement projects to reduce greenhouse gas emissions, climate change impacts & improved air quality	36	1.5	TLM, NWU	TLM	1	1	1	1	3	1	8					
IDP 60	Actions supportive of the Human Settlements outcomes	Review of HSP	12	0.5	TLM	TLM	3	1	1	1	1	1	8					
IDP 61	Actions supportive of the Human Settlements outcomes	Facilitation of access of the stakeholders to the GIS system	24	1.8	TLM	TLM	1	1	1	1	1	3	8					
IDP 62	Combat corruption within the Justice, Crime Prevention & Security Cluster to enhance its effectiveness & its ability to serve as deterrent against crime	Implement Fire Brigade Act	12	0.8	TLM	TLM	1	1	1	1	1	3	8					
IDP 63	Combat corruption within the Justice, Crime Prevention & Security Cluster to enhance its effectiveness & its ability to serve as deterrent against crime	Implementation of the national road traffic act	24	0.65	TLM, NDOT, NWDPW	TLM	1	1	1	3	1	1	8					
IDP 64	Ensure proper Human resource management & development within the municipality	Facilitate the provision of Training & Development within the municipality	24	0.6505	TLM, SETA	TLM	1	3	1	1	1	1	8					
IDP 65	Ensure proper Human resource management & development within the municipality	Facilitate Employee Health & wellness for the municipality	36	1.6005	TLM, NDH	TLM	1	1	1	1	1	3	8					
IDP 66	Economic Development	Keep an up to date SMME database	24 (on-going)	0.8	TLM	TLM	1	3	1	1	1	1	8					

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
IDP 67	Economic Development	To participate in the provincial regulators Forum	12 (on-going)	0.15	TLM	TLM	1	1	1	1	1	3	8					
IDP 68	Economic Development	Monitoring System of jobs created through given instruments	24 (on-going)	0.25	TLM	TLM	1	3	1	1	1	1	8					
IDP 69	Economic Development	Highveld Nature Reserve	36	0.5	TLM, NWU	TLM	1	3	1	1	1	1	8					
IDP 70	Economic Development	Tourism Research Project	24	0.25	TLM, NWU	TLM	1	3	1	1	1	1	8					
IDP 71	Economic Development	Boskop Nature Reserve	12	1.0	TLM	TLM	1	3	1	1	1	1	8					
IDP 72	Economic Development	Vrededorst Dome World Heritage Site	36	5.0	TLM	TLM	1	3	1	1	1	1	8					
IDP 73	Economic Development	Tourism Marketing	12 (on-going)	0.5	TLM, NWU	TLM	1	3	1	1	1	1	8					
IDP 74	Improve municipal administration & financial capability	Conduct a Departmental strategic plan & develop an annual performance plan	24	1.8	TLM	TLM	1	1	1	1	1	1	6					
IDP 75	Implement community work programs	Purchase furniture & equipment for extended & new libraries	24	1.5	TLM	TLM	1	1	1	1	1	1	6					
IDP 76	Improve municipal administration & financial capability	Implement & enforce performance management policy	24	0.85	TLM	TLM	1	1	1	1	1	1	6					
IDP 77	Improve municipal administration & financial capability	Fill critical vacant posts	36	2.8	TLM	TLM	1	1	1	1	1	1	6					
IDP 78	Improve municipal administration & financial capability	Implement skills development initiatives for the department	24	0.085	TLM, NWDL	TLM	1	1	1	1	1	1	6					
IDP 79	Improve municipal administration & financial capability	Develop and implement SDBIP of the Department	12	0.38	TLM	TLM	1	1	1	1	1	1	6					
IDP 80	Implement a single window coordination	Audit, review and monitor policies & bylaws according to legislation	36 (on-going)	0.48	TLM	TLM	1	1	1	1	1	1	6					
IDP 81	Implement a single window coordination	Review delegations of powers & implement accordingly	24	0.08	TLM	TLM	1	1	1	1	1	1	6					
IDP 82	Implement a single window coordination	Review & align the Structure of PMU	18	0.5	TLM	TLM	1	1	1	1	1	1	6					
IDP 83	Environmental assets & natural resources that are well protected & continually enhanced	Fill critical & vacant positions in the EM unit	24	0.8	TLM	TLM	1	1	1	1	1	1	6					
IDP 84	Environmental assets & natural resources that are well protected & continually enhanced	Develop and implement a biodiversity monitoring register	36 (on-going)	1.0	TLM	TLM	1	1	1	1	1	1	6					
IDP 85	Improve access to basic services	Procurement process completed construction in progress	24	0.14	TLM	TLM	1	1	1	1	1	1	6					
IDP 86	Implement a differential approach to Municipal Planning	Application & qualification of Municipal Accreditation Process	24	0.85	TLM	TLM	1	1	1	1	1	1	6					
IDP 87	Actions supportive of the Human Settlements outcomes	Review of the LUMS	24	0.85	TLM	TLM	1	1	1	1	1	1	6					
IDP 88	Actions supportive of the Human Settlements outcomes	Review of SDF	24	0.8	TLM	TLM	1	1	1	1	1	1	6					
IDP 89	Combat corruption within the Justice, Crime Prevention & Security Cluster to enhance its effectiveness & its ability to serve as deterrent against crime	Implement disaster management act 27/2002	36	1.24	TLM	TLM	1	1	1	1	1	1	6					
IDP 90	Ensure proper Human resource management & development within the municipality	Facilitate provision of Human Resource Management Services	24	0.85	TLM	TLM	1	1	1	1	1	1	6					

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe				
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017
IDP 91	Ensure proper Human resource management & development within the municipality	Promote sound employer & employee relations	24	0.98	TLM	TLM	1	1	1	1	1	1	6					
IDP 92	Ensure proper Human resource management & development within the municipality	Establish an IT Risk & Internal control framework	24	0.48	TLM	TLM	1	1	1	1	1	1	6					
IDP 93	Ensure proper Human resource management & development within the municipality management	Oversee operations of appointed IT service providers	24	0.56	TLM	TLM	1	1	1	1	1	1	6					
IDP 94	Ensure proper Human resource management & development within the municipality	Ensure information security within the municipality	36 (on-going)	1.8	TLM	TLM	1	1	1	1	1	1	6					
IDP 95	Ensure proper Human resource management & development within the municipality	Ensure disaster recovery & Business continuity mechanisms for the Municipality	24	0.82	TLM	TLM	1	1	1	1	1	1	6					
IDP 96	Implement a differentiated approach to municipal financing, planning and support	Ensure enhanced revenue for the municipality	36 (on-going)	0.55	TLM	TLM	1	1	1	1	1	1	6					
IDP 97	Implement a differentiated approach to municipal financing, planning & support	Ensure good financial management	36 (on-going)	0.45	TLM	TLM	1	1	1	1	1	1	6					
IDP 98	Implement a differentiated approach to municipal financing, planning & support	A realistic municipal budget according to the legislation formats	24	0.68	TLM	TLM	1	1	1	1	1	1	6					
IDP 99	Administrative & financial capability	Ensure the achieved Unqualified Audit Opinion	24	0.8	TLM	TLM	1	1	1	1	1	1	6					
IDP 100	Administrative & financial capability	Appoint & retain competent Financial Staff & continuous training	36	2.4	TLM	TLM	1	1	1	1	1	1	6					

Source: Own construction from Tlkowe City Council (2011:89-111)

Table 7.7: Integrated priority project list for the promotion of sustainable community development

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe					Priority	
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017		
EMF 1	Services backlog	Sustainable housing initiatives	36	15.0	TLM, NWDHS, MIG	MIG	5	3	5	3	5	5	26							1
EMF 2	Residential	Quality urban environments	12 (on-going)	0.5	TLM	TLM	5	1	5	5	5	5	26							1
SDF 1	Urban built-up area	Urban renewal	9	0.48	TLM	TLM	5	3	3	3	5	5	24							2
IDP 1	Actions supportive of the Human Settlements outcomes	Development of policies that increase densities	24	0.8	TLM, NWDHS	TLM	3	3	5	5	5	3	24							2
SDF 2	Urban fringe	Stimulation of urban agricultural projects	18	0.65	TLM	TLM	5	5	1	1	5	5	22							3
SDF 3	Rural hinterland	Provision of much needed social facilities to the rural population	36	15.0	TLM	TLM, NWP	5	3	3	1	5	5	22							3
SDF 4	Urban built-up area	Densification & integration	6	0.185	TLM	TLM	3	3	3	5	5	3	22							3
SDF 5	Urban edge	New township establishments & the provision of housing	48	2.35	TLM	TLM	5	3	3	3	3	3	20							4
IDP 2	Actions supportive of the Human Settlements outcomes	Facilitating the construction of good quality houses & secure tenure	36	1.0	TLM, NWDHS	TLM	5	3	3	1	5	3	20							4
IDP 3	Environmental assets & natural resources that are well protected & continually enhanced	Implement sustainable development projects	18	0.045	TLM, NGOs, PPPs	TLM	5	3	3	3	3	3	20							4
IDP 4	Actions supportive of the Human Settlements outcomes	Development of the Integrated Human Settlement Development	24	0.8	TLM, NWDHS	TLM	5	1	3	3	5	3	20							4
IDP 5	Actions supportive of the Human Settlements outcomes	Facilitation & provision of good quality houses & secured tenure	48	2.5	TLM	TLM	5	3	3	1	5	3	20							4
EMF 3	Waste management	Expansion of recycling effort & clean-up campaigns	12 (on-going)	1.0	TLM	TLM	1	3	3	1	5	5	18							5
EMF 4	Sustainability	Energy & resource efficiency projects	12 (on-going)	1.5	TLM, Eskom	TLM, PPPs, NGOs	3	3	5	1	3	3	18							5
EMF 5	Sustainability	Food gardens	12 (on-going)	1.0	TLM, NWU	TLM, NWU	3	3	1	1	5	5	18							5
IDP 6	Environmental assets & natural resources that are well protected & continually enhanced	Implement & enforce the land use policy, SDF and EMF	24	0.8	TLM	TLM	3	3	3	3	3	3	18							5
SDF 7	Urban built-up area	Protection of environmental sensitive areas as well as cultural heritage resources	14	0.5	TLM	TLM	3	1	1	1	5	5	16							6

Project number	Project category	Project outcome	Implementation period (months)	Estimated project cost (R million)	Implementation agent	Funding sources	Goal Achievement Score						GAM total	Timeframe					Priority	
							SCDF1	SCDF2	SCDF3	SCDF4	SCDF5	SCDF6		2013	2014	2015	2016	2017		
EMF 6	Waste management	Public/ Private partnerships & education	12 (on-going)	0.25	TLM, NWU	TLM	1	3	1	1	5	5	16							6
SDF 6	Urban edge	Integration of environmental sensitive areas within the municipality	9	0.25	TLM	TLM	3	1	1	1	5	5	16							6
EMF 7	Services backlog	Entrepreneurial opportunities in waste management	12 (on-going)	0.85	TLM, MIGM DBSA	TLM	1	5	5	1	3	1	16							6
EMF 8	HIV/AIDS	Food security projects to improve general health	12 (on-going)	1.5	TLM, NWDEDT	TLM, NGOs	1	3	1	1	5	5	16							6
EMF 9	Highveld Park	Tourism development close to urban centre	12 (on-going)	1.0	TLM, NWDEDT	TLM, NWDEDT	1	5	1	3	3	3	16							6
ITP 1	Public transport projects	Provide public transport facilities at schools	48	5.0	TLM	NWDPW , TLM	1	3	1	5	3	3	16							6
IDP 7	Implement community work programs	Implement outreach programmes	18	0.14	TLM	TLM	1	3	1	1	5	5	16							6
IDP 8	Actions supportive of the Human Settlements outcomes	Township establishment	48	4.5	TLM	TLM	3	1	3	3	3	3	16							6
IDP 9	Environmental assets & natural resources that are well protected & continually enhanced	Investigate & implement a composting project	48	1.5	TLM, NWU	TLM	1	5	3	1	3	3	16							6
IDP 10	Environmental assets & natural resources that are well protected & continually enhanced	Investigate & implement recycling projects	24	0.8	TLM, NWU	TLM	1	5	3	1	3	3	16							6
IDP 11	Actions supportive of the Human Settlements outcomes	Provision of good quality rental accommodation	36	10.0	TLM, NWU, NWDHS	TLM	5	1	1	1	5	3	16							6

Source: Own construction

It is advised that the identified projects should be implemented from the highest score to the lowest score in the financial year allotted as the implementation period for the project. Projects scoring 22 or more are considered vital and should receive the highest level of effort to ensure their successful implementation.

Upon examination and GAM assessment of the sectoral strategies and projects, certain gaps and errors were identified:

- A pertinent lack of alignment between the sectoral plans is perceived in the duplication of projects. It appears as if each sectoral plan was drafted in isolation without inputs from other departments or stakeholders.
- No project or strategy attained a score higher than 26 out of a possible 30, indicating that the objective of sustainable community development wasn't taken into consideration during the formation of the sectoral plans.
- Certain aspects of sustainable community development (nodal development, densification, urban integration, urban quality, precinct planning and regeneration) are poorly addressed or omitted entirely from the plans, projects and strategies.

7.6 Conclusion

As can be seen by the above tables (**Table 7.2** and **Figure 7.6**) the Tlokwe Local Municipality is considered to be relatively sustainable, performing overall better than the three spheres (national, provincial and district) against which it was compared and scoring 38 out of a possible 69 (55.07%). The overall performance of the TLM for each sustainability pillar, theme and indicator is summarised in **Figure 7.7**.

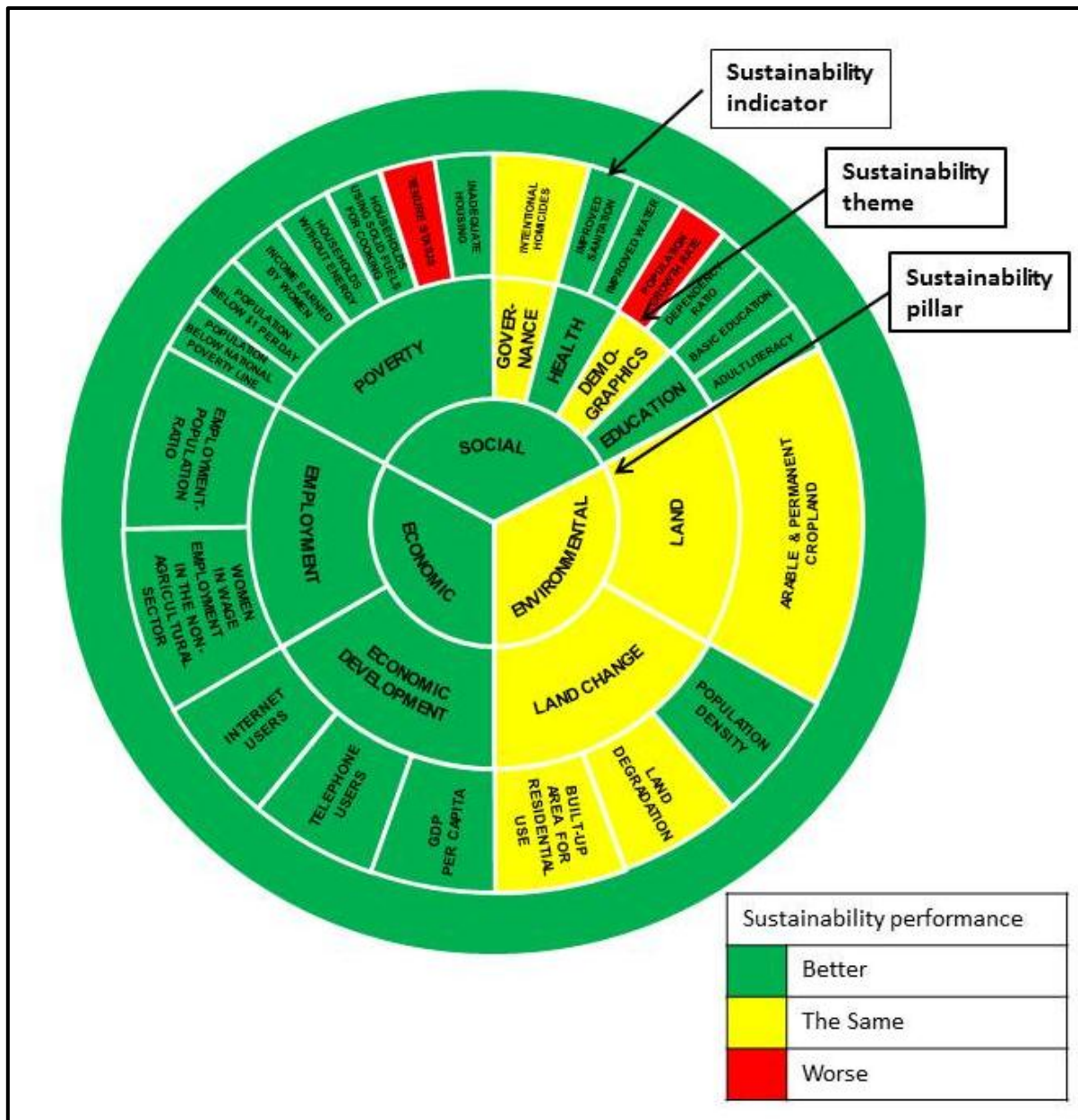


Figure 7.7: Sustainability performance profile for Tlokwe Local Municipality

Source: Own construction from Table 7.2

The result of the application of the GAM to this case study is that most areas in which action is needed (refer to section 7.4.4) are being planned for. The areas for intervention and the accompanying project are summarised in **Table 7.8**.

Table 7.8: Intervention areas within the Tlokwe Local Municipality and the corresponding sectoral plans' project.

Intervention area		Project
Living conditions	Improving tenure status	EMF 1, IDP 2, 3, 4, 5, 22
	Reducing the housing backlog	EMF 1, IDP 2, 3, 4, 5, 6, 11, 22
Crime	Improving crime statistics	IDP 63, 65
Population growth	Reversing negative population growth	IDP 6, 22
Agriculture	Enforce urban edge	SDF8, IDP 1
	Promote agricultural development	SDF 2,15,16, 17; EMF 22, IDP 24, 50, 52

Source: Own construction

After identifying the areas in which intervention is needed to increase TLM's sustainability a study of the local IDP and supporting sectoral plans was done to establish whether these interventions are being addressed and to identify priority projects for sustainable community development.

While it is evident that the Tlokwe Local Municipality has a low sustainable-community-planning-and-development-presence in their sectoral plans as well as projects and strategies, it is not an un-rectifiable situation. Mediation is needed to ensure that sustainable community planning and development is seen as a guiding objective when forming projects and strategies for development.

The lessons learnt from applying the planning instruments for sustainable community development (assessment matrix and GAM) to the Tlokwe Local Municipality will be discussed in the following chapters.