



# **2014/15 Integrated Development Plan Review**

**May 2014**

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## **EXECUTIVE MAYOR'S FOREWORD**

The early years of democratic government in South Africa were fraught with a minefield of old apartheid legislation defining what could and could not be done. Over the past two decades we have witnessed the transformation of the Capital which was characterized by disintegration, segregation and deprivation of its people to the Capital that we know today where more people every day have access to basic services, social and economic freedoms and claim their rights to the City.

This has been achieved through deliberate choices by all spheres of government to promote equity and equality through a deliberate spatial development perspective that acknowledged the need of a broader development and service delivery footprint.

The launch in 2011 of the National Development Plan – Vision for 2030 – focused attention on bringing dignity to all South Africans, which would include access to education, health, services, water, housing, electrification, social security, addressing poverty and reducing inequality. Together with the National Spatial Planning and Land Use Management Act of 2013, these two national plans will do more to restructure cities away from the apartheid legacy that anything done heretofore.

The Tshwane Vision 2055— our long term strategy that we adopted in 2013 will propel us to create a better future for all citizens of the city as it articulates the desired future for Tshwane building on the national consensus espoused by the National Development Plan.

We recognise that together we can do more to move the Capital forward.

This IDP review presents concrete plans and actions through which we seek to lay the foundation towards realizing Vision 2055 and will contribute positively to the priorities of local government which are:

Building local economies to create more employment, decent work and sustainable livelihoods;

Improve our services and broaden the access to them;

Build more united, non-racial, integrated and safer communities;

Promote more active community participation in our processes;

Ensure that the City become more effective, accountable and clean that works together with National and Provincial Government.

In line with this focus of government, we have identified the following to be the key focus areas for the 2014/15 FY as means of speeding up social and economic transformation in the City:

Continued service delivery and ensuring that an increased number of people have access to high quality, affordable basic services;

Roll out of road infrastructure in identified townships;

Maintenance of the City's key infrastructure in line with the Council approved Service Delivery Charter to bring to effect and improved responsiveness to service delivery through regionalisation;

Fast tracking formalisation of informal settlements;

Consolidating some of the key catalytic projects which were initiated during this Council term; and

Exploring alternative funding models for the key catalytic projects of the City

Through the programmes and plans contained in the IDP, the City will inter alia construct numerous new roads, connect more households to electricity, electrify, provide basic services of water and sanitation to increased number of households, upgrade and construct new health facilities, sport and recreational facilities and initiate various partnerships to unlock development opportunities to stimulate economic growth that creates employment opportunities.

The commitments we make are a basis on which the public and other stakeholders can hold us to account and we are confident that we will deliver on them as we have identified necessary resources, processes and partnerships to succeed.

Among these is our ability to continuously improve our financial position to facilitate public investment in future, active community participation in the development processes of the City, creating confidence in the public administration by attracting

the best human resources to the City and fostering better integration and collaboration with other spheres of government and stakeholders.

This Integrated Development Plan Revision is supported by the 2014/15 MTREF and the details of our planned activities are captured Service Delivery and Implementation Programme (SDBIP).

I present the 2014/15 IDP Review fully confident that it is and the aspirations of the citizens of the Capital.

Executive Mayor:

Cllr. Kgosientso Ramokgopa

# 1. INTRODUCTION AND CONTEXT

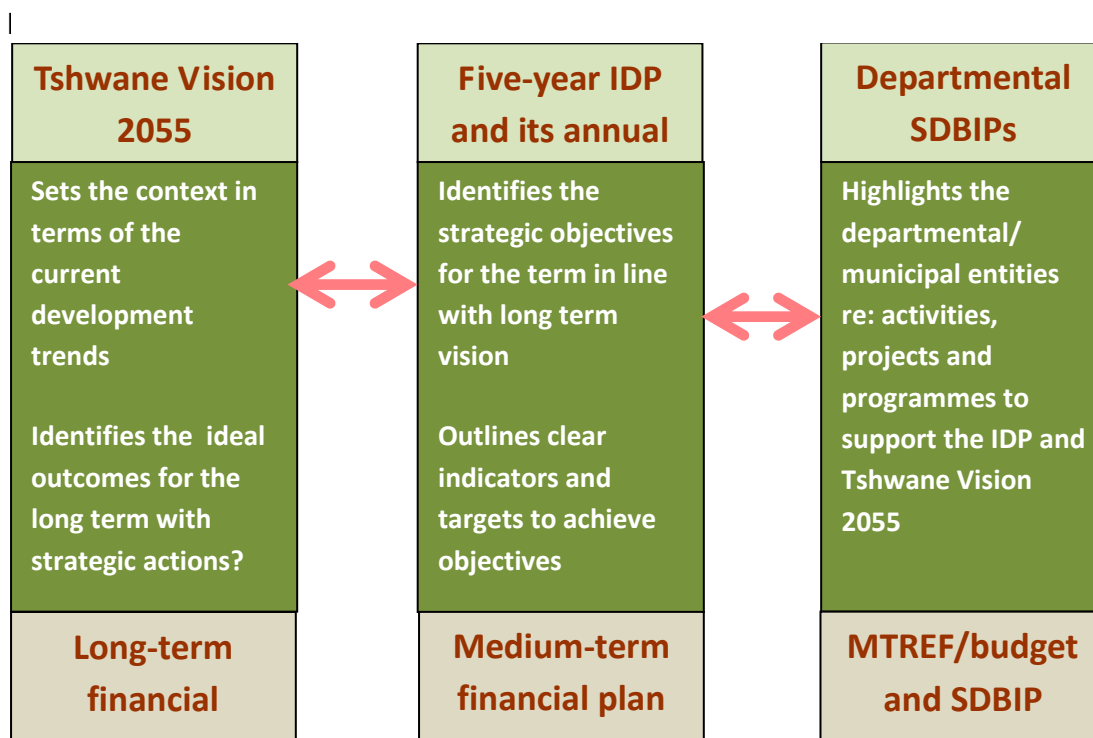
## Introduction

On 27 August 2013, the Council approved the Tshwane Vision 2055, a long term strategic plan through which the City seeks to improve the social, economic and management of the natural environment. The Tshwane Vision 2055 sets out the City's vision and long-term strategic agenda and the IDP outlines the priorities and key programmes for the Mayoral Term. Through these strategic documents, we seek to address the challenges of urbanisation and migration, economic development and job creation, service delivery, poverty, urban renewal and regeneration, globalisation, the need for information technology and the bridging of the digital divide and other related challenges.

The Municipal Systems Act (MSA) states that the IDP must include a vision for the long-term development of the municipality and development strategies, which must be aligned with national and/or provincial sectoral plans and planning requirements. In terms of the Municipal Systems Act (MSA) and Municipal Finance Management Act (MFMA), the City has in line with legislation developed five year IDPs and their annual revised plans. This IDP is the third revision of the 2011/16 IDP which was adopted by Council in May 2011. Further, supporting plans such as the Service Delivery and Budget Implementation plans and business plans, along with the capital and operating budgets have been developed to ensure strategic allocation of resources across the City.

The diagram below depicts the relationship between the above mentioned hierarchy

Figure 1.1 Hierarchy of Plans within COT



## Strategic Focus of the 2011/ 16 IDP

In 2011, when the five year IDP was approved the theme: ***“Consolidating service delivery, accelerating service delivery and strengthening the foundations for a new Tshwane: a city of excellence”*** was agreed upon. To achieve the aspirations of the theme, strategic objectives and indicators were identified and these remain as per the amendment of the 2014/15 IDP as follows:

- Provide sustainable services infrastructure and human settlement
- Promote shared economic growth and job creation
- Ensure sustainable, safer communities and integrated social development
- Promote good governance and an active citizenry
- Improved financial sustainability
- Continued institutional development, transformation and innovation

Subsequently, through the development of Tshwane Vision 2055, the City has set a long term development agenda which will guide all future initiatives of the City. The long term vision of the City is as follows:

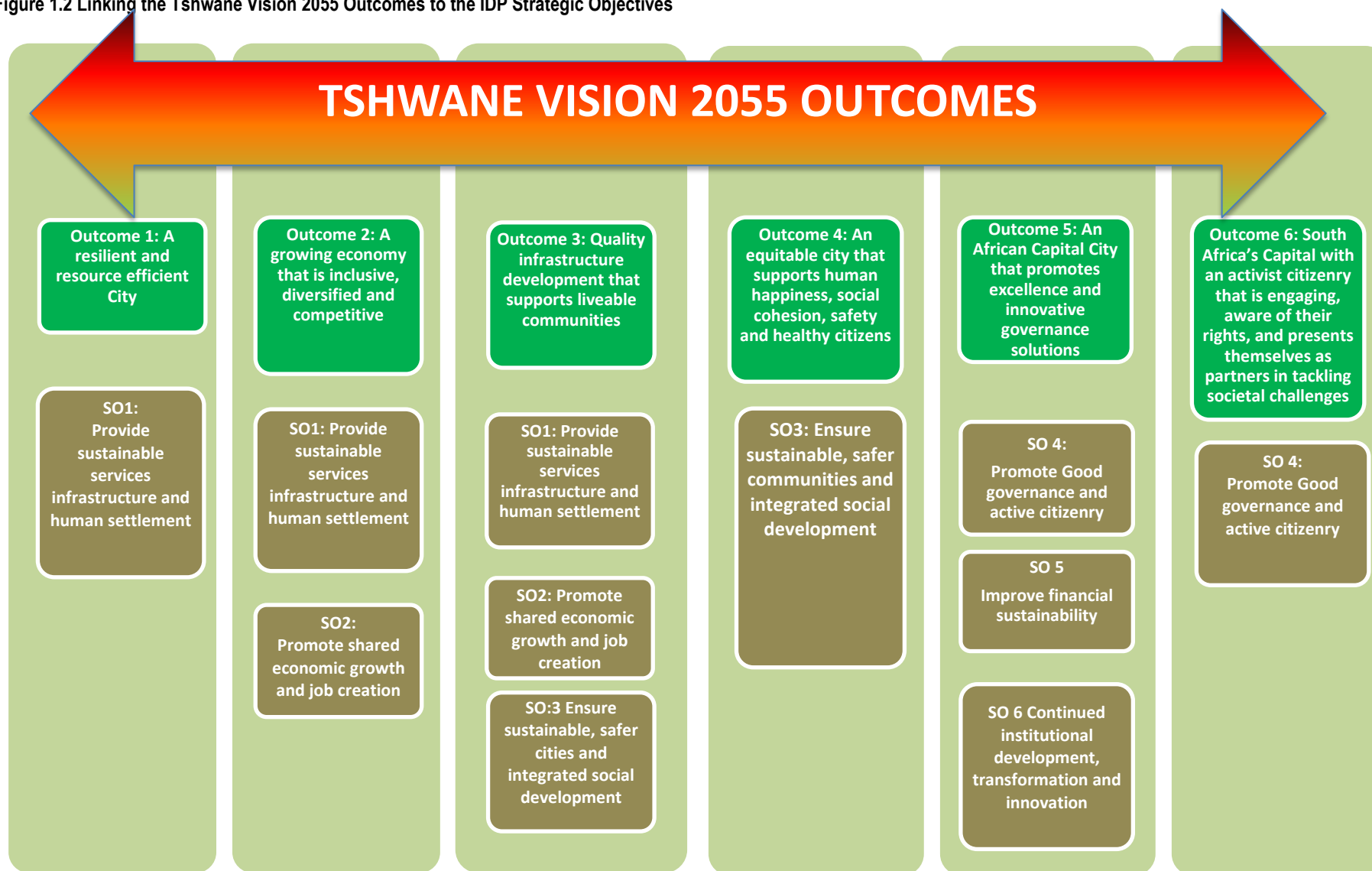
***In 2055, Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.***

The Vision has set six outcomes which need to be achieved over the next four decades. These are:

- Outcome 1: A resilient and resource efficient City
- Outcome 2: A growing economy that is inclusive, diversified and competitive
- Outcome 3: A City with quality infrastructure development that supports liveable communities
- Outcome 4: An equitable City that supports happiness, social cohesion, safety and healthy citizens
- Outcome 5: An African Capital City that promotes excellence and innovative governance solutions
- Outcome 6: South Africa's Capital with an activist citizenry that is engaging, aware of their rights and presents themselves as partners in tackling societal challenges

The alignment between the Tshwane Vision 2055 Outcomes and the approved Strategic Objectives of the IDP is depicted in the diagram below.

Figure 1.2 Linking the Tshwane Vision 2055 Outcomes to the IDP Strategic Objectives





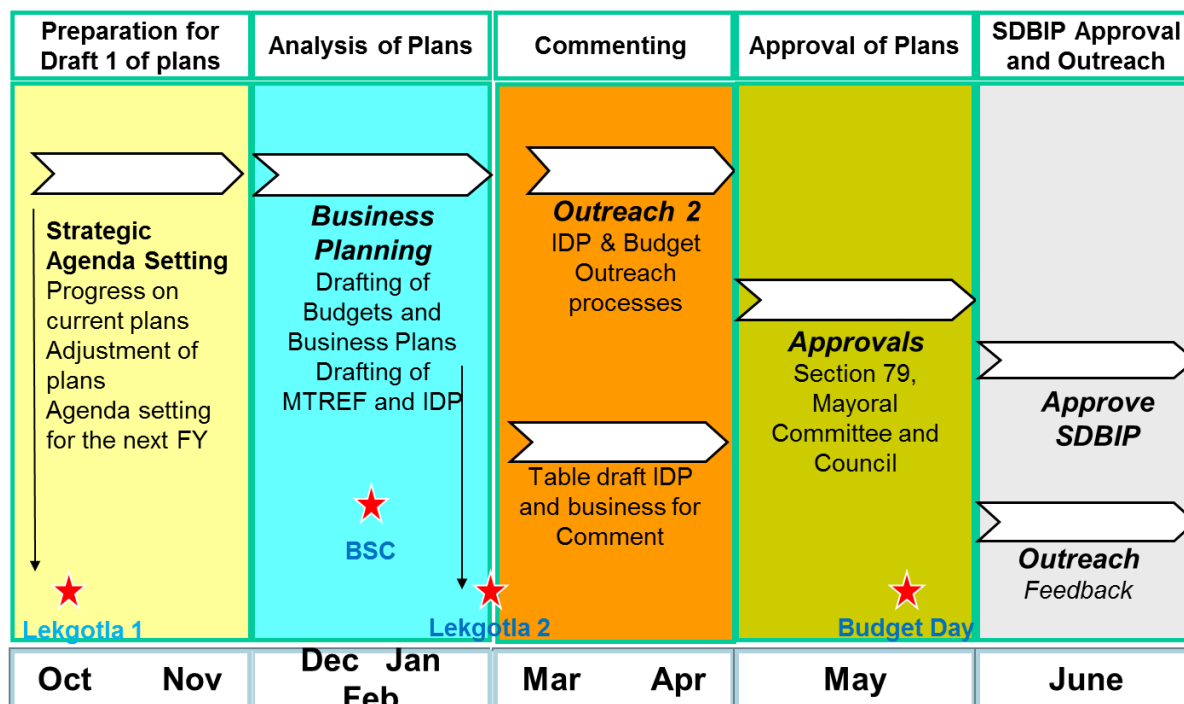
The strides made by the City in line with these strategic objectives have been captured in Council approved Annual Reports for the financial year 2011/12 and 2012/14 as well as recognised by other spheres of government including the Premier of Gauteng who paid particular focus on the advances made in the City of Tshwane in her 2014 State of the Province Address.

In everything the City do over the medium and longer term, should lead the City towards achieving the outcomes. As we celebrate the change in our communities, we are also aware of the many challenges we still face. The fight against poverty, unemployment and inequality will be further intensified to make the City liveable and resilient. The responsibility as a sphere of government is to ensure that the quality of life of all that live and work in Tshwane is improved. The City will continue to engage in both progressive and meaningful discussions with our communities and stakeholders to shape a clear path from which governance and development will draw guidance and direction.

### Process followed in the development of the 2014/15 IDP Review

In order to develop a credible IDP document, the City engaged with all the relevant stakeholders to solicit views and inputs into the City's plan or the 2014/15 financial year. The diagram below depicts an annual high-level process plan towards the development of the IDPs and their subsequent reviews in the City.

Figure 1.3: Annual Process for the IDP and Budget



The following are some of the engagements and consultative processes that were utilised in preparing for the 2014/15 IDP review. These are in line with the Council approved IDP and Budget Process Plan of August 2013:

### ***Mayoral Lekgotla I: Strategic Agenda Setting***

The Mayoral Committee convened a Lekgotla meeting in October 2013 where the agenda for the 2014/15 financial year was set. The Lekgotla resolved on the key projects and programmes that will be implemented between 2014/16 towards the implementation of the Tshwane Vision 2055.

### ***Roundtable discussion and inter-governmental engagement***

Following the Budget Lekgotla in October 2014, the Roundtable discussion was held with provincial departments on 27 November 2013. In engaging with the provincial counterparts, the City was guided by the IDP July-to-July Road Map and the approved IDP process plan. The objectives of the Roundtable discussions were to:

- Solicit progress on the provincial projects as contained in the approved 2013/14 IDP
- Provide a platform for provincial departments to articulate their priorities for the 2014/15 financial year; and
- Address issues of dependency and ensure alignment with provincial and national counterparts;

### ***Business Plan Development Process***

Following the discussion of the Lekgotla I and the provincial Roundtable discussions, departments and entities of the City developed business plans taking into consideration the following:

- Mid-year achievement and the SDBIP achievement
- Mayoral Lekgotla resolutions of October 2013
- Financial indicatives that were issued by the Finance Department.

The business plans were assessed by the Budget Steering Committee which was established in line with Section 21(1) of the Municipal Financial Management Act. The recommendations of the Budget Steering Committee were tabled to the Mayoral Lekgotla of February 2014 at which the final budget determination was provided. This was the basis for the development of this draft IDP together with the IDP scorecard as contained herein.

### ***Community Outreach Process***

Following the approval of the 2013/14 IDP, the City engaged in the process of confirming the IDP priorities through the Regional Izimbizo. This was aimed at solidifying the commitments of Council and to publicise the IDP and the budget. In February 2014, the City also convened ward meetings whereby progress on the community issues that were raised during the development of the 2013/14 IDP review was given and a process of confirming community needs for 2014/15 IDP

review was initiated. The submissions by ward committees are the basis for the development of the 2014/15 IDP review and budget.

### ***Mayoral Lekgotla II: Priorities and Budget Confirmation***

On 21-23 February 2014, the Mayoral Lekgotla met to confirm the strategic focus areas for the financial year 2014/15. The Lekgotla took into consideration the following factors:

- National service delivery agenda as outlined in the State of the Nation Address and other key government articulations;
- The achievements that have been made by the City since the beginning of the term;
- The economic climate and how it is likely to affect the development performance of the City; and
- The financial position of the City and a need to balance service delivery with strengthening the City's financial position.

The Lekgotla agreed that the focus for the 2014/15 financial year should be on:

- Continued service delivery and conclusion on some of the key projects and programmes initiated since the beginning of the Council term;
- Roll out of road infrastructure in identified townships;
- Maintenance of the City's key infrastructure in line with the Council approved Service Delivery Charter to bring to effect and improved responsiveness to service delivery through regionalisation;
- Fast tracking formalisation of informal settlements; and
- Explore alternative funding models for the key catalytic projects of the City.

### ***Tabling of the Draft 2014/15 IDP Review to Council***

In line with the legislative requirements, the draft 2014/15 IDP Review was tabled to Council for public comment on 27 March 2014. Following this, the IDP document was submitted to National Treasury and to Provincial COGTA for comment. Regional outreach meetings were also held on 05 April 2014 to gather input which was used to finalise the 2014/15 IDP Review.

### ***Finalisation of the 2014/15 Revised IDP***

Comments that were received from communities during the legislated 21day commenting period were considered in the finalisation of the IDP. The comments were received either through public meetings that were held per regions or through electronic mail. Further, wards submitted a confirmation of their community issues for consideration in the finalisation of the IDP. These issues have been documented in the Regional Plans and will be responded to in detail in June 2014 through Council processes.

## **Chapter overview**

This section provides a brief overview of the contents of each chapter of this IDP review. As stated above, consideration has been made to ensure that the document

is in line with Chapter 5 of the Municipal Systems Act regarding process towards the development of the IDP and the contents thereof.

**Chapter 1** puts into context the development of the 2014/15 IDP review in relation to the approval of the Tshwane Vision 2055 and the approved Strategic Objectives. The process towards the development of the 2014/15 IDP review is also highlighted. This chapter also outlines the key components of the 2014/15 IDP document.

**Chapter 2** Provides a summary of the state of the city in terms of demographics, the economy and access to basic services. The chapter updates the information already contained in the 2013/14 IDP review and Tshwane Vision 2055 which was mainly sourced from the Census results of 2011.

The analysis focuses on drawing out the implications of the latest trends and figures for the city and highlights certain interventions that the city has engaged in towards addressing some of the challenges and harnessing opportunities

**Chapter 3** articulates the broad governance and institutional framework of the City and links this to the governance model of the City. Further, it outlines some of the key administrative transformation areas that have made it possible to implement the model within the legislative context

**Chapter 4** examines the City's participatory planning processes toward the development of this document and beyond. A high level summary of the outreach process followed is provided with a summary of the issues that were raised during this process given.

**Chapter 5** deals with Intergovernmental Relations and aims to reflect the city's continuous strengthening of intergovernmental relations. The chapter also reflects on the State of the Nation and State of the Province addresses. It also addresses the MEC: Provincial Government's comments on the 2013/14 IDP.

**Chapter 6** of this document highlights the strategic pillars that guide the development plans for 2014/15. The guiding framework of the 2014/15 IDP is the Tshwane Vision 2055 is linked to the Council approved Strategic Objectives, strategic actions and other implementation tools of the City. The chapter also highlights some of the activities/programmes/projects in line with Vision 2055 which have already been implemented by the City since the beginning of the Council term. Key deliverables for the 2014/15 FY per each Outcome are highlighted in this chapter.

**Chapter 7** outlines high level interventions of the metropolitan spatial development framework and Capital Investment Programmes into the City's settlement restructuring agenda. This chapter sets out the spatial restructuring elements of the City together with the key capital projects to support these.

**Chapter 8** contains the detailed Capital Investment Framework which highlights all capital projects planned for 2014/15 financial year.

**Chapter 9** highlights performance management structures of the City that will ensure delivery against the score card. The chapter seeks to communicate some of the key monitoring and evaluation structures and systems that will be built into the Performance Management Framework which is currently being developed.

**Chapter 10** is the Financial Plan of the City and it provides a brief summary of the 2014/17 MTREF together with the tariffs.

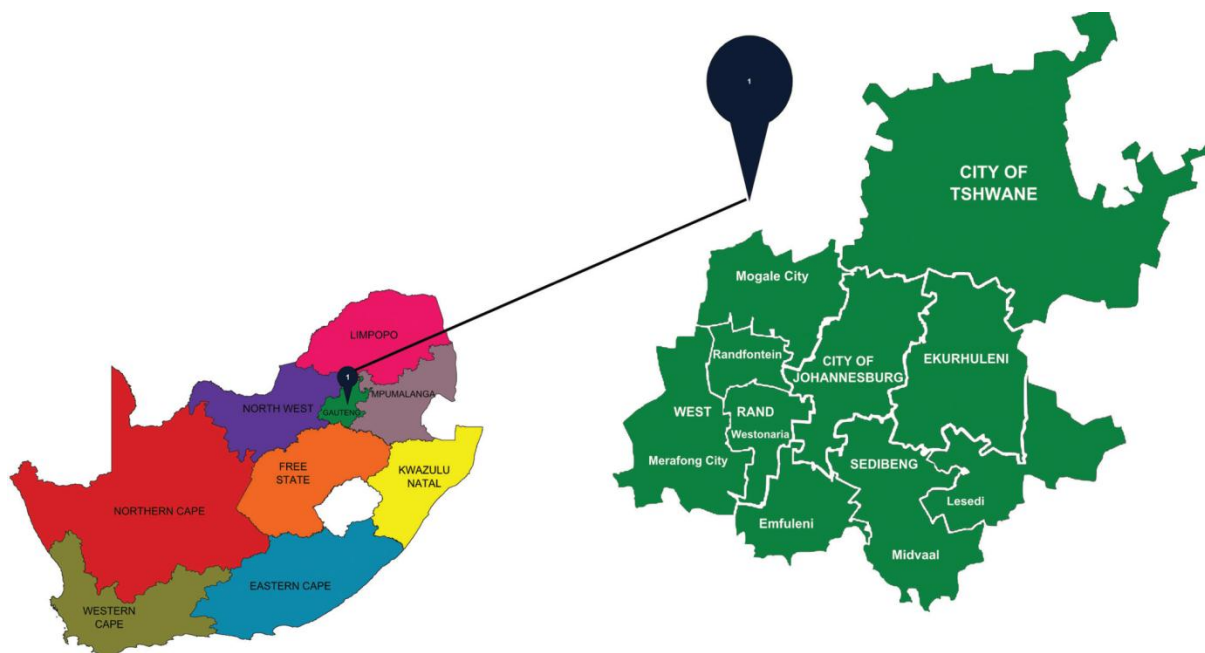
## 2. SITUATIONAL ANALYSIS

### The City of Tshwane in Context

Tshwane is strategically situated and is the northernmost influential city in the country. Tshwane is centrally positioned right on two major arteries linking it to the Southern African region. The City is located in Gauteng Province, the economic hub of the country; within the province's boundaries three of the six metropolitan (Category A) municipalities of the country can be found.

The geographical area of the province is 19 055 square kilometres. Tshwane is the national capital of the republic with Johannesburg being the provincial capital of Gauteng province. It is the 'diplomatic capital' with over 130 diplomatic missions and 26 international organisations represented in South Africa – second in numbers only to Washington DC.

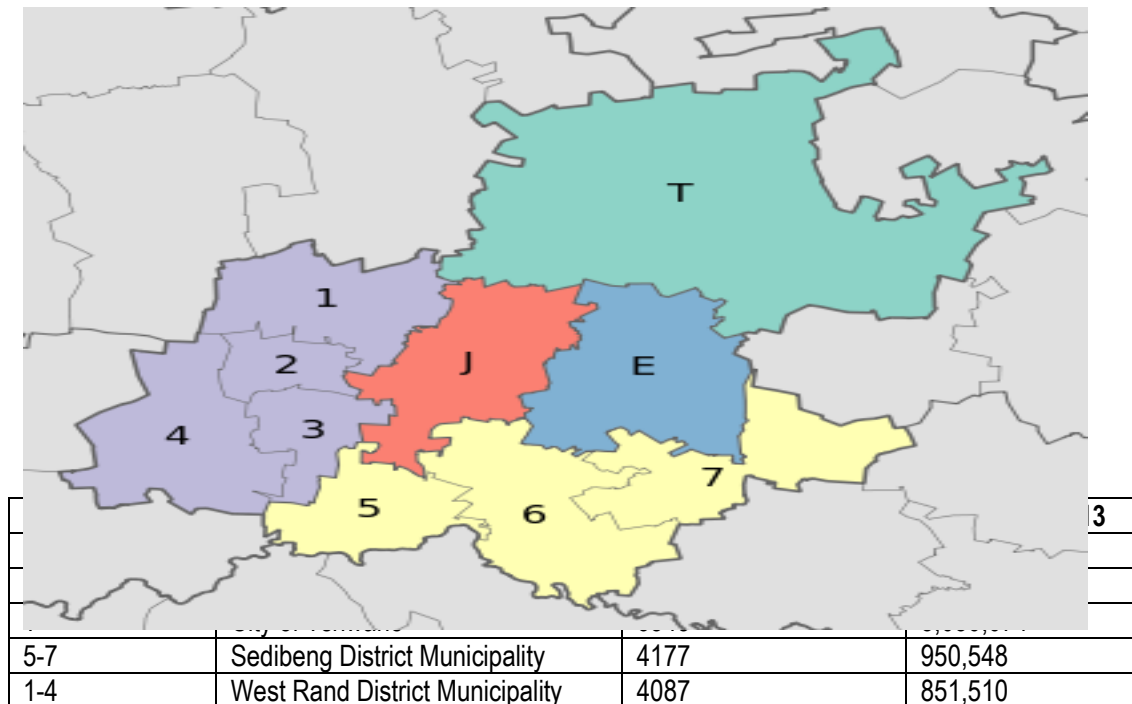
Figure 2.1: City of Tshwane Locality



The City of Tshwane is the largest of the three Metro's in Gauteng in terms of geographic space occupying 6 345 square kilometer, which makes it the third largest municipality in the world. Although this offers opportunities for a vast number of land uses and development, it poses big challenges in terms of infrastructure development for basic services such as water, sanitation, electricity and social facilities. Due to the vastness of the area, urban sprawl is also a concern which inevitably puts a huge burden on infrastructure provision.

The population for Gauteng is 12 728 4001, which is 24.02% of South Africa's total population of 52 982 000. City of Tshwane makes up more than 3 million of the total provincial population. The map below depicts the geographic spread of the municipalities within Gauteng Province.

**Figure 2.2: Population per Gauteng municipality**



## Composition of Tshwane

The City of Tshwane Metropolitan Municipality (CTMM) was established in May 2000. When founded, it was made up of 13 former city and town councils and managed by an executive mayoral system. During the demarcation process which lead to the 2011 local government elections, the boundary of the City of Tshwane were extended to include the following additional neighbouring areas:

- Nokeng Tsa Taemane Local Municipality
- Kungwini Local Municipality

These Local Municipalities previously formed part of the former Metsweding District Municipality, which was then dissolved and amalgamated with the City of Tshwane. The following map reflects the City of Tshwane boundary.

<sup>1</sup> STATSSA Simulating key estimates for local municipality socio-economic development models 2007-2012 (2013)

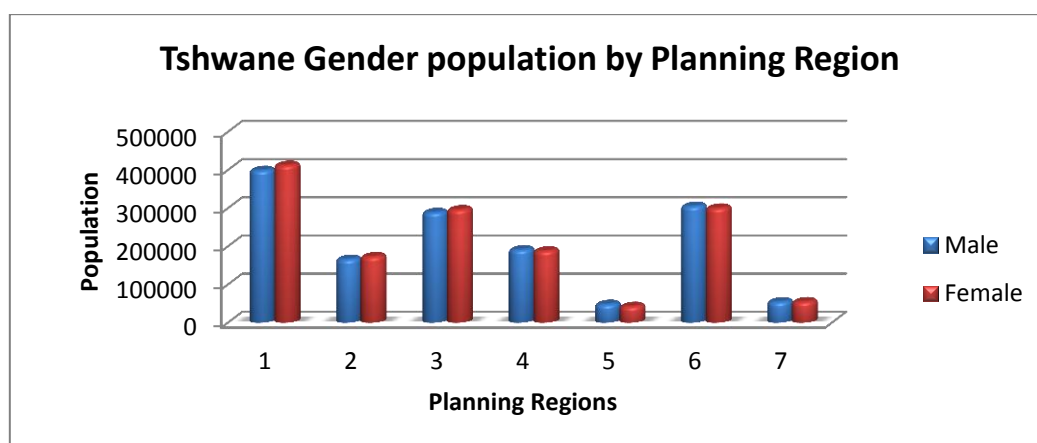
The City's more than 3 million<sup>2</sup> residents are distributed over the seven planning regions which the City of Tshwane has instituted to improve service delivery to its residents through a Regionalisation model<sup>3</sup>.

## Demographics

The population growth rates in the city have continued to decline between 1996 and 2011. In the census of 2011, the growth rates of the city was determined to be 3.1% which is less than the 3.6% recorded for the period of 2001-2006.

In terms of population per region, the Census 2011 recorded that Region 1 has the highest population followed by Region 6 and 3 respectively. Region 7 and Region 5 have the lowest population. In terms of the gender breakdown in the seven regions, it is evident that there are slightly more females compared to males.

Figure 2.3: Gender Composition per Region



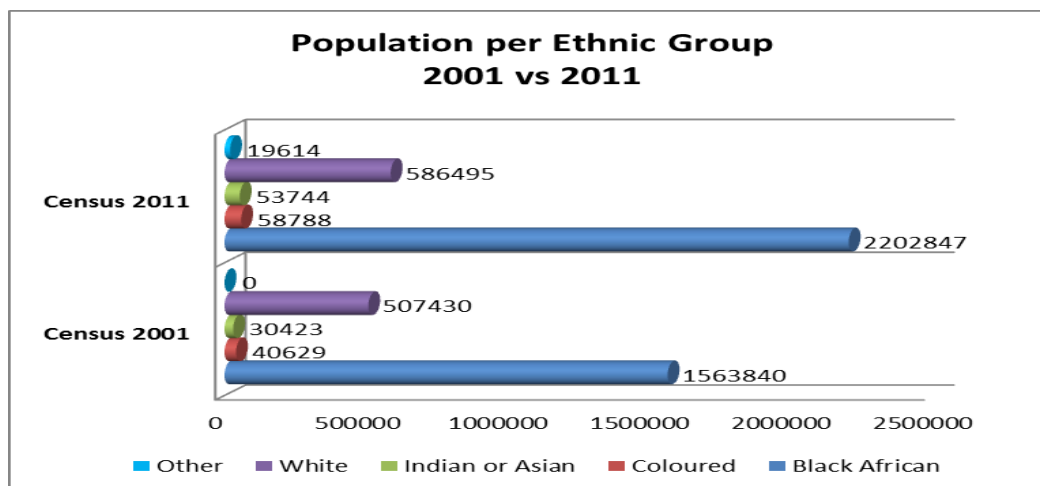
In terms of ethnic composition, the City has a predominance of black population with a concentration in Region 1 and 2. This can be attributed to the historical Black Administrative Area enforced by the Black Community Development Act of 1984. Regions 3, 4 and 6 on the other hand have a larger representation of the white population, but show a fairly balanced ethnic composition. The Indian population lives mostly in Planning Region 4 and 3 respectively. The coloured population is less prevalent in Tshwane and mostly resides in Planning Region 6. The graph below reflects the ethnic composition of the City of Tshwane.

<sup>2</sup> Source: STASSA 2013 mid-year population estimates

<sup>3</sup> Source: STASSA - Simulating key estimates for local municipality socio-economic development models 2007-2012



Figure 2.4: Population per Ethnic Group



The majority of the population of the city is made up of young people aged between 30 and 39 years with the majority of the population falling within the working age group (15 to 64 years).

## Access to basic services, transport and housing opportunities<sup>4</sup>

During the development of the 2013/14 IDP review, the City reported on the strides made by the City to ensure access to basic services such as water, sanitation, waste removal, electricity and housing. The information contained in the 2013/14 revised IDP was sourced from the Statistics SA Census information of 2011. In this review, focus is given to the progress made by the City in terms of delivery of basic services between 2012 and 2013.

### *Water, Sanitation and Waste Removal*

Access to water remains fairly high in Tshwane. The Census 2011 reveals that in 2011, 89.2% households have access to piped water inside a yard with 7.4% accessing water through communal standpipes. Since 2011 the City has provided 9 845 households with a water connection. The City has continued to provide rudimentary water services in the form of Jojo tanks and water tankers to households living in informal area.

With regards to sanitation, the reported access levels as per Census 2011 data is 79.4% of households with access to either water borne sanitation or chemical toilets. During the 2012/13 financial year 9 845 additional waterborne sanitation connections were provided by the City with 1 700 UDS (chemical) sanitation devices provided.

<sup>4</sup> 2012/13 performance information sourced from the City of Tshwane 2012/13 Annual Report

On the other hand, the City has continued to expand its footprint in terms of waste removal. Concerted efforts have been made to ensure that adequate supply of waste management facilities and infrastructure is provided. Since the beginning of the Council term, focus has been in replacing 85l bins with 240l bins in all old townships. Progress against this is continuing and the City is providing waste removal services to all formalised and proclaimed areas of the City. Supplementary to this, informal areas have continued to receive rudimentary waste removal service in a form of collection of plastic bags, removal of communal skips and clearing of illegal dumping sites.

### *Electricity*

The Census 2011 results recorded that 88.6% of households in the City have access to electricity for lighting. Although this is reflected as a good achievement for the City, it should be acknowledged that the number could include households who are connected illegally and therefore are not accounted for in the City's billing system. On-going interventions of the City have yielded 21 121 connections in formal areas and in areas where backlogs were identified.

To ensure sustainability of supply, investment in bulk infrastructure and network upgrading has been a focus of the City. Further, in the 2011/16 IDP, the City committed to reduce non-revenue electricity by 10% annually. This has been consistently achieved since the beginning of the Council term.

### *Transportation Services*

The City is faced with public transport challenges as a result of inefficient land use practices of the past which have perpetuated urban sprawl and thus has left the majority of the poor located far from economic opportunities. The challenges with regards to public transport are centred on reliability, convenience and safety of public transport services; lack of coordinated and integrated public transport modes as well as inadequate non-motorised transport facilities. These challenges are juxtaposed with aging road network infrastructure and backlogs in terms of complete roads provision especially in the townships and rural areas of the City.

To address the above the City has invested in expanding its road network with 95 km of new roads supported by the appropriate stormwater systems (128km) since 2011/12 financial year. The City is still committed to reduce roads infrastructure backlogs in the identified townships and other settlements of the city. Further, the construction of A Reyeng Rapid Transit System (TRT) which kicked-off in 2013/14 is aimed at providing reliable, convenient and safe public transport. The TRT development is supplemented by construction of non-motorised transport facilities especially around the inner city.

## *Housing*

Meeting the demand for housing remains one of the City's biggest challenges as can be evidenced by the existence of 150 informal settlements<sup>5</sup>. Informal settlements are likely to continue to exist with the city being the magnet for internal and international migrants who come into the city in search of education and job opportunities. To address the challenge of informality, the City has continued to provide rudimentary services to all informal areas. Further, 31 informal settlements were formalised to meet proclamation requirements between 2011/12 and 2012/13 financial years. An additional 8 informal settlements were provided with serviced stands in preparation for meeting the proclamation requirements in future. In total, 11 281 households benefitted from the City's formalisation programme, with 12 181 houses were transferred to owners thus ensuring security of tenure.

A concerted effort has been made in providing of alternative tenure options through the provision of Community Residential Units (CRU's) as well social housing.

## **The Economy**

Tshwane is the fastest growing municipality in South Africa, with its City's Gross Value Added recorded at more than R275 billion (in current prices) in 2012. The growth in GVA has yielded an increase in per capita income from R63 660 to R71 912 between 2010 and 2012; at the same time, annual household income increased from R194 287 to R219 980 between the same period (Department of Trade and Industry, February 2014). The City has a well-established manufacturing sector with the automotive industry being a key player in this sector. The City boasts the highest concentration of automotive industries including Original Equipment Manufacturers (OEMs) in the country. It also has a significant services sector, with national government departments and various private businesses being supported by legal, financial and other services. Its retail sector concentrates in the CBD and various malls. Tshwane is also in an unique position in terms of innovation and learning, with various tertiary training institutions, research institutions such as the CSIR and HSRC and the Gauteng Blue IQ Innovation Hub being located in the City.

The current unemployment rate as reported in the 2013 Quarter 3 Labour Force Survey issued by STATSSA is 20.1% which is down from 24.8% in the same period in 2011. Notably, growth in the formal employment sector has been marginal between 2010 and 2012— approximately 70 000 people entered the formal employment sectors. On the other hand, the informal sector provides employment to more than 142 000 people in the City (Department of Trade and Industry, February 2014).

The increase in employment numbers in both the formal and informal sectors if employment coincides with the reduction in poverty levels which have been on a

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<sup>5</sup> The total number of informal settlements in the City is based on the count done per Region between November and December 2013

steady decline from 25.1% to 22.6% between 2010 and 2012. Even with the city having amongst the lowest poverty rates in the province, the Department of Trade and Industry reports that the inequality levels in the City as measured by the Gini-coefficient index were at 0.63 in 2012. This means that the gap between the rich and poor has increased particularly between 1996 and 2012<sup>6</sup>. The poverty pockets of the City are still located in the previously disadvantaged areas which are coincidentally deprived of social and economic opportunities.

The 2011 Quality of Life Survey conducted by the Gauteng City Region indicated that poverty in the city was located mainly in the previously disadvantaged areas of the city. These poverty pockets also correlate to areas that are deprived of social and economic opportunities.

In addressing the challenge, the City is channelling resources to these areas in a balanced manner to reduce deprivation and poverty in these areas. Evidence of this is in the manner in which capital funding for social infrastructure has been allocated – focus has been on deprived areas with an intention of ensuring that all settlements have access to basic and social services. Towards 2016, the City will continue to do this and intensify its efforts to indigent support to ensure that they have access to basic services. The ultimate goal is to ensure that the poor accelerate on the ladder of prosperity and are self-sufficient.

**Table 1.1: Summary of the City's Achievements since 2011/12 FY**

<b>Achievements 2011/12</b>	<b>Achievements 2012/13</b>
<ul style="list-style-type: none"> <li>80 132 households in informal areas received plastic bag waste removal services.</li> <li>9 415 households benefitted from the formalisation programme.</li> <li>18 268 households received electricity connections in formalised areas.</li> <li>2 339 households received full waterborne sanitation connections.</li> <li>57 km of storm water drainage and 33 km of roads were provided.</li> </ul>	<ul style="list-style-type: none"> <li>An average of 131 237 households in informal areas received plastic bag waste removal services.</li> <li>7 informal settlements were formalised.</li> <li>6 106 electricity connections were provided in formal areas.</li> <li>14 915 electricity connections were provided to address backlogs.</li> <li>49 468 prepaid meters were installed.</li> <li>9 845 water connections were provided in informal areas.</li> <li>9 845 sanitation connections were provided in informal areas.</li> <li>62 km of roads were developed</li> <li>71 km of storm water drainage were provided.</li> <li>1 700 UDS sanitation devices were provided in Winterveld.</li> </ul>
<ul style="list-style-type: none"> <li>23 397 jobs were created.</li> <li>Applications were submitted to access the jobs fund. This is anticipated to assist with our job creation focus for the remainder of the five-year term.</li> </ul>	<ul style="list-style-type: none"> <li>20 386 EPWP job opportunities were created.</li> <li>1 505 jobs were created.</li> <li>R2 billion of investment in Tshwane was secured.</li> <li>60 fresh produce entrepreneurs were supported.</li> </ul>

<sup>6</sup> SERO Report of 2012 says that the poverty levels of the City were the lowest in 1996 with an index of 0.58 and 0.60 in 2000. In 2012 the Gini-coefficient index for the City was calculated at 0.63 (Department of Trade and industry).

Achievements 2011/12	Achievements 2012/13
<ul style="list-style-type: none"> <li>• 89 666 indigent households received access to free basic services, which consisted of 100 kWh electricity and 12 kℓ water.</li> <li>• 1 307 indigent households were linked to exit interventions that provided work and training opportunities to indigent households, and thereby supported the restoration of dignity to poor households.</li> <li>• 98% child immunisation coverage was achieved.</li> <li>• 100% implementation of the PMTCT programme.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 454 newly registered indigent households received free basic services.</li> <li>• 2 078 indigent households were exited from the indigent register due to the indigent support and exit programme.</li> <li>• All fixed clinics implemented the PMTCT programme.</li> <li>• 91% of pregnant women were tested for HIV.</li> <li>• 95% of child immunisation coverage for children less than 1 year was achieved.</li> <li>• 2 library facilities were developed.</li> <li>• 1 sports facility was developed.</li> </ul>
<ul style="list-style-type: none"> <li>• Ward committee elections took place and ward committees were appointed.</li> <li>• Intensive outreach processes took place on the IDP and on the development of Tshwane 2055. Further outreach is planned to seek public input on the TGDS 2055.</li> <li>• A customer service environmental audit was completed in Regions 5 and 7 and will guide improved customer care in those regions.</li> </ul>	<ul style="list-style-type: none"> <li>• 105 ward committees were trained in 20 training interventions.</li> <li>• All ward committees met as planned.</li> </ul>

### **3. GOVERNANCE AND INSTITUTIONAL FRAMEWORK**

#### **Introduction**

On 09 June 2011 the Tshwane Metropolitan Municipal Council, when it adopted a governance model, aimed at separating the roles and functions of the legislative and executive wing of Council. The rationale for the implementation of the model included among others:

- The need to enhance service delivery through improving the institutional arrangements of the City;
- Improve oversight of Council through the development of oversight committees of Council; and
- Allow for an iterative process towards decision making both within the executive and legislative arms of Council.

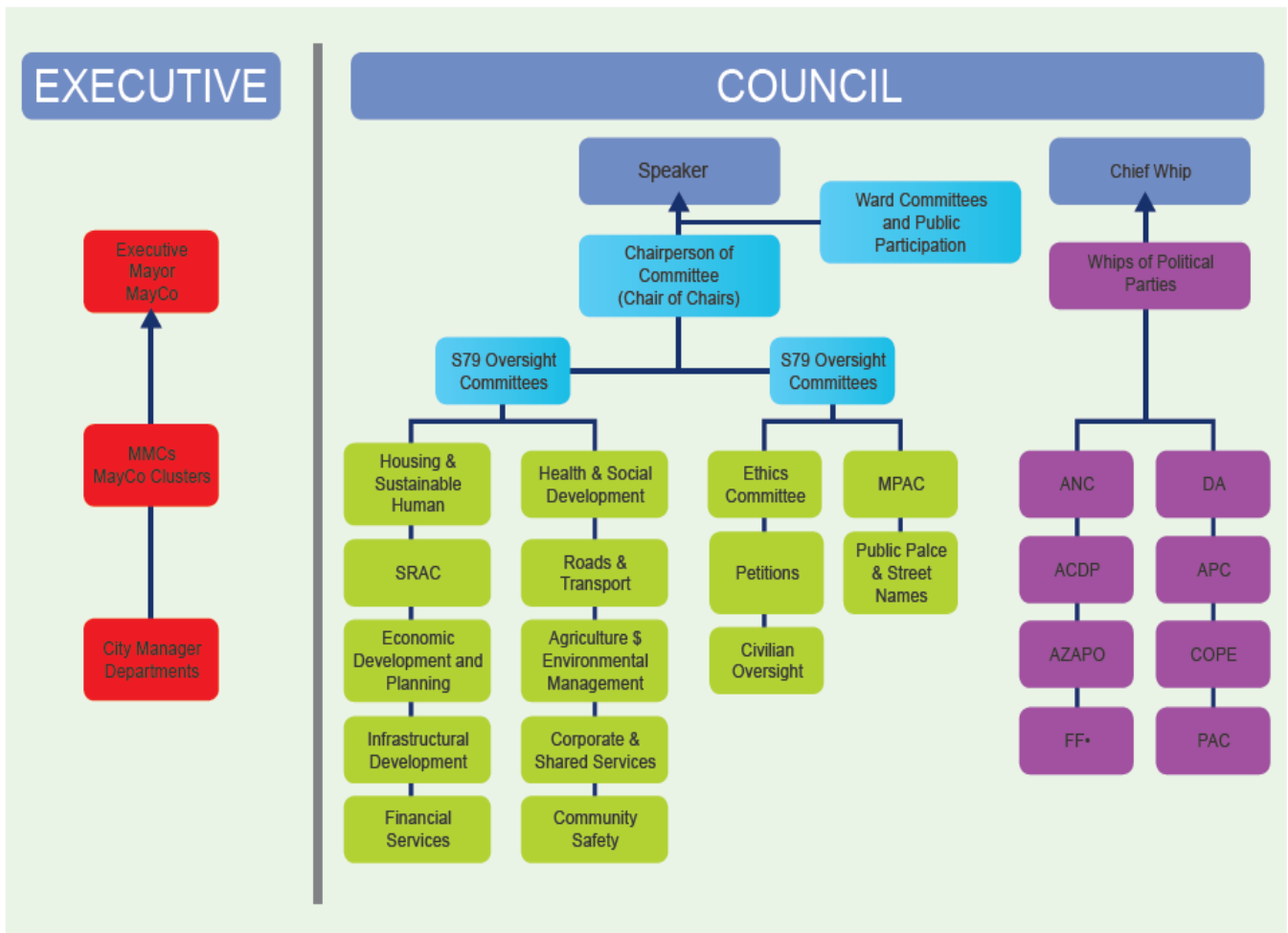
This chapter articulates the broad institutional framework of the City in relation to the governance model with the details on the roles and responsibilities of the constituents of the model. Details are also provided on the administrative arrangements of the City both in terms of the departments and the regional services model. The Regional Plans attached to this draft 2014/15 IDP review demonstrate the maturity of the governance model in implementation.

#### **City of Tshwane Governance Model**

The governance model comprises of the Legislature, made up of the Speaker of Council, Chief Whip, and Section 79 Portfolio and Standing Committees. On the other hand, the Executive is comprised of the Executive Mayor and Members of the Mayoral Committee (MMCs) and the administration led by the City Manager. The intention of the model is to ensure that the City executes its functions through the leadership of the executive mayor while the legislature oversees the activities of the executive for transparency and accountability.

The diagram below depicts the City of Tshwane governance arrangements.

Figure 3.1: Tshwane Governance Structures



## Legislature

The legislature is made up of the Council, the Speaker of the Council, the Chief Whip and two sets of council committees namely Section 79 Portfolio Committees and Standing Committees.

- **Council**

The Council consists of 210 elected Councillors, of which 105 are Ward Councillors and the remainder Proportional Representation (PR) Councillors. The role of the Council in line with the Municipal Systems Act, (Act 32 of 2000) is to engage in meaningful discussion on matters of development for the city.

Council is responsible for the approval of municipal by-laws, IDP, budget and tariffs. Further, the Council, through its various committees, monitors and scrutinises delivery and outputs as carried out by the Executive. In relation to public participation, the Council is tasked with the responsibility of facilitating stakeholder

and community participation in the affairs of the municipality through the ward committee system of the Municipal Structures Act.

- **Portfolio Committees of Council**

As part of the core of this Council's model and commitment to the separation of powers, sixteen (16) Section 79 oversight and/or standing committees have been established and adopted by Council with the following responsibilities:

- Scrutinizing reports referred to them by Council emanating from the Executive Mayor and/or Mayoral Committee and advising Council accordingly;
- Taking oversight over the performance of the Executive and departments on behalf of Council; and
- Providing an advisory legislative role.

The Section 79 Oversight Committees are chaired by Councillors who are designated full-time Councillors and these Chairpersons are elected by Council.

The City of Tshwane Council has approved the following Section 79 Oversight and/or Standing Committees:

- Service Infrastructure
- Transport
- Housing and Human Settlement
- Health and Social Development
- Sports and Recreation
- Community Safety
- Integrated Development Planning
- Agriculture and Environment
- Economic Development and Spatial Planning
- Corporate and Shared services
- Finance

The table below provides names of the different chairpersons of Committees in the City of Tshwane governance model:

**Table 3.1: Chairpersons of Committees**

Name	Committee
Samuel Mashola	Community Safety
Refiloe Kekana	Finance
Nomthandazo Maseko	Sports and Recreation
Aaron Maluleka	Economic Development and Planning
Ryder Mokgothadi	Infrastructure
Selopi Tlomeane	Agriculture and Environment
Joe Mkhize	Corporate and Shared Services
Conference Ntuli	Roads and Transport
Derick Mosito	Housing and Human Settlement



Name	Committee
Alphina Ndhlovana	Health and Social Development
Johnny Mohlala	IDP and Planning

### Standing Committees

Standing Committees are permanent committees established to deal with Council related matters. They are delegated some decision-making powers, and are required to submit reports to Council. Councillors chair all Standing Committees except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the Municipal Finance Management Act (MFMA).

The Standing Committees and their chairpersons are as follows:

**Table 3.2: Chairpersons of Standing Committees of Council**

Chairperson	Committee
Oscar Mathafa	Municipal Performance Audit Committee
Dolly Ledwaba	Civilian and Oversight
Noki Makitla	Petitions
Joan Muller	Rules and Ethics
Sizwe Mthethwa	Public Place and Street Names

### Executive Mayor and Mayoral Committee

The Executive Mayor, Councillor K Ramokgopa, assisted by the Mayoral Committee, heads the executive arm of the City. The Executive Mayor is at the centre of the system of governance since executive powers are vested in him by the Council to manage the daily affairs of the City. This means that he has the overarching strategic and political responsibility. Each member of the Mayoral Committee is responsible for a particular portfolio, as listed below:

**Table 3.3: Members of Mayoral Committee**

Portfolio	Member of Mayoral Committee
Environmental Management	Cllr Petunia Mashaba
Economic Development and Spatial Planning	Cllr Subesh Pillay
Corporate and Shared Services	Cllr Thembi Mmoko
Community Safety	Cllr Terence Mashego
Finance	Cllr Dorothy Mabiletsa
Health and Social Development	Cllr Eulanda Mabusela
Housing and Human Settlements	Cllr Joshua Ngonyama
Services Infrastructure	Cllr Jacob Masango
Sports and Recreation	Cllr Nozipho Makeke
Transport	Cllr George Matjila

### **Institutional Arrangements to Improve Administration**

Over the duration of the Council term, a number of processes have been introduced to ensure that the Administration wing of Council improves its process through better planning, budgeting and reporting. This in turn has enabled the Legislature to engage better with the proposals of the administration and thus perform oversight more efficiently.

Among these, is the establishment of the **Mayoral Sub-Committees** chaired by MMCs which have over the duration of the term allowed for more engagement on the development and institutional plans as presented by departments. These Sub-Committees have brought about better inter-departmental planning and have allowed for accountability of departments on Council commitments. The key Mayoral Sub-Committees and their constitution is as follows:

**Table 3.4: Chairpersons of Mayoral Sub-Committees**

<b>Mayoral Sub-Committee</b>	<b>Member of Mayoral Committee</b>
Governance	Cllr Dorothy Mabiletsa
Health and Social Development	Cllr Nozipho Makeke
Infrastructure and Planning	Cllr Subesh Pillay

In 2013/14, a Performance, Revenue and Expenditure Mayoral Sub-Committee chaired by MMC: Terence Mashigo was established. This structure is tasked with:

- Monitoring key operational and capital expenditure throughout the financial year to identify risks and develop mitigation measures;
- Monitoring the overall performance of the City in line with its approved plans and budget; and
- Oversee the administration processes for planning and budgeting and to perform the Budget Steering Committee functions as set out in the Municipal Systems Act through the delegation of the Executive Mayor.

### **Municipal Entities**

Municipal entities are separate legal entities headed by a board of directors, utilised by a municipality to deliver services to its community and are accountable to the municipality. The city is serviced by three municipal entities which must perform according to service delivery agreements and performance objectives set by the municipality. These entities servicing the City of Tshwane are:

**Table 3.5: CoT Municipal Entities**

<b>Entity</b>	<b>CEO</b>
Housing Company Tshwane (HCT)	Nkululeko A. Magubane (Acting)
Sandspruit Works Association (SWA)	Johannes Taetsane
Tshwane Economic Development Agency (TEDA)	Solly Mogaladi (Acting)

## Administrative Arrangements

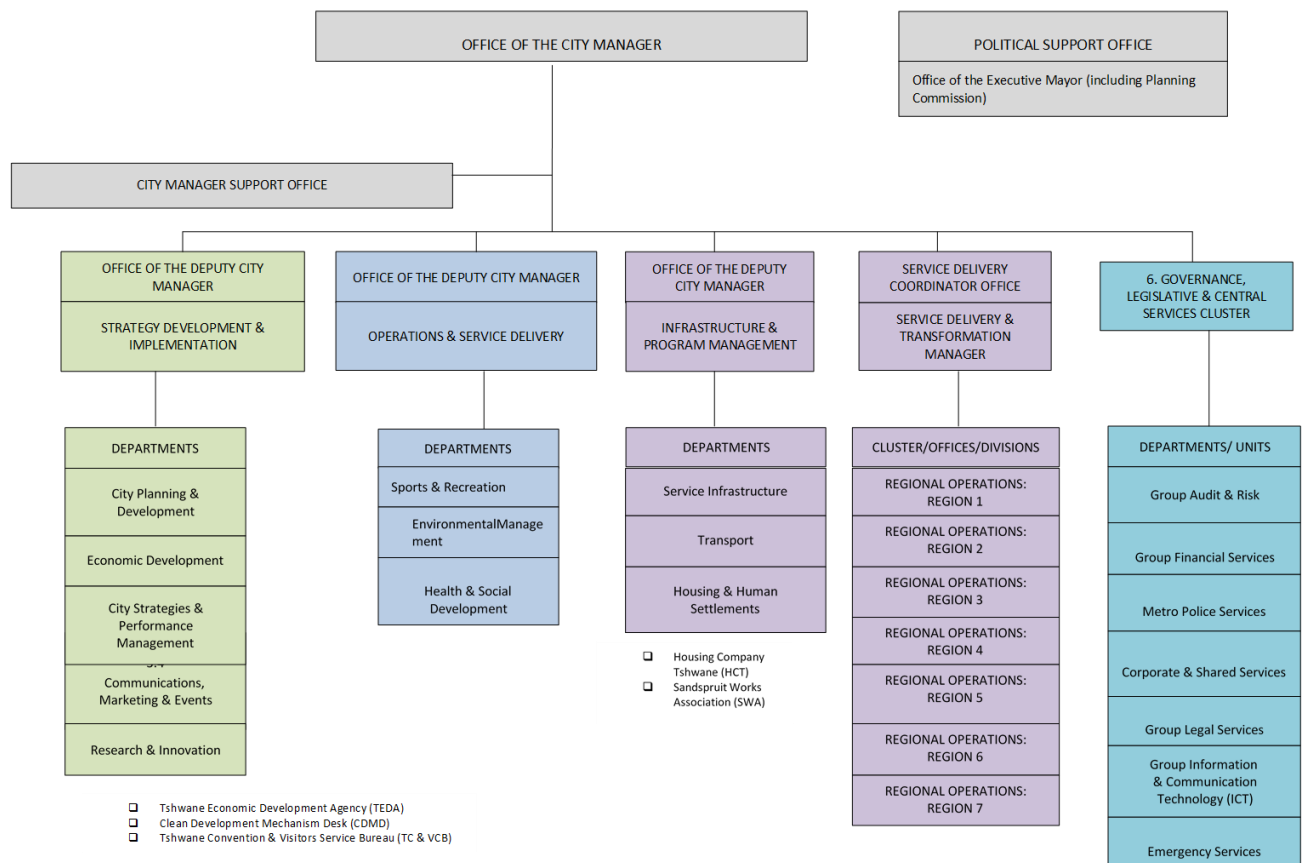
The City Manager of the City of Tshwane is Mr J Ngobeni, who is the Accounting Officer, as defined by the Municipal Structures Act. The responsibilities of the City Manager include managing the financial affairs and service delivery in the municipality. The City Manager and his deputies constitute the Top Management, which is comprised as follows:

**Table 36: CoT administrative Arrangements**

Position	Name
City Manager	Jason Ngobeni
Group Information and Communication Technology	Dumisani J Otumile
Strategic Executive Head: Office of the Speaker	Mapiti Matsena
Chief of Staff: Office of the Executive Mayor	Ernest Shoji
	Strategic Executive Director: Research and Innovation- Zukiswa Ncunyana
	Chief Economist: Shaakira Karolia
	Strategic Executive Director: Green Desk- Dorah Nteo
Group Legal	Bruno Seabela
Group Audit and Risk	Obed Thenga
Chief Financial Officer	Andile Dyakala
Chief of Police: Tshwane Metropolitan Police Department	Steven K Ngobeni
Strategic Executive Director: Community and Business Safety	General Manganye
Acting Strategic Executive Director: Corporate and Shared Services	Tshilidzi Nemahagala
Strategic Executive Director: Emergency Services	Joan K de Beer
<b>Deputy City Manager: Strategy Development and Implementation</b>	Lindiwe Kwele
Strategic Executive Director: Economic Development	Tembeka Mhleka
Strategic Executive Director: City Planning and Development	Makgorometje Makgata
Strategic Executive Director: Communications Marketing and Events	Nomasonto Ndlovu
Strategic Executive Director: City Strategies and Performance Management	Mayur Maganlal
<b>Deputy City Manager: Operations</b>	Mokgokela Frans Boshelo
Strategic Executive Director: Health and Social Development	Mpho Kekana
Executive Director: Environmental Management	Mthobeli Kolisa
Strategic Executive Director: Sports, Recreation, Arts and Culture	Doctor Tshwale
<b>Deputy City Manager: Infrastructure Services</b>	Lisa N Mangcu
Strategic Executive Director: Housing and Human Settlements	Amolemo G. Mothoagae
Strategic Executive Director: Services and Infrastructure	Tom Mutshidza

Position	Name
Strategic Executive Director: Transport	Pheko Letlonkane
Strategic Executive Director: Tshwane Rapid Transport	Lungile Madlala

**Figure 3.2: Tshwane Organisational Structure**



## Regional Services

The City's regional services model and regional structures are an integral part of its rationale to bringing services closer to the people and to transform regions into superb places to live, work and stay while capitalising on each regions' uniqueness to create strong, resilient and prosperous areas.

With the adoption of the new model, the City was subdivided into seven regions and Regional Executive Directors (RED's) were appointed to head these Regions. The purpose of subdivision was, and still remains, bringing quality services closer to the people.

The institutional arrangements in the Regional Services and Transformation Office are as follows:

**Table 3.7: Regional Service Delivery Management Arrangements**

Name	Position
Dr Ndivho Lukhwareni	DCM: Service Delivery and Transformation Manager
James Murphy	Regional Executive Director: Region 1
Godfrey Mnguni	Acting Regional Executive Director: Region 2
Kgomotso Mohlala	Regional Executive Director: Region 3
Mashadi Manong	Regional Executive Director: Region 4
Adv. Frederick Ramosweu Lekwane	Regional Executive Director: Region 5
Nava Pillay	Regional Executive Director: Region 6
David Tshili	Regional Executive Director: Region 7

The regionalisation of service delivery refers to the decentralisation of certain operational and maintenance functions to regional offices led by the respective REDs. While functions such as strategic planning and the implementation of capital projects will remain the responsibility of the CoT Departments, daily functions such as maintenance and repairs, information desks, etc. will be delivered directly in the different regions via the performance of the following functions:

Health, Social Development, Sports and Recreational Services that includes :

- Health
- Social development
- Environmental health
- Sport
- Recreation

Urban Management that includes:

- Parks and Horticulture
- Nature Conservation
- Resorts and Swimming Pools
- Waste Management
- Cemeteries
- Housing and Human Settlements: Rental Stock and Informal Settlements
- Urban Agricultural and Rural Development
- Land Use Compliance and By-Laws

Roads, Storm Water and Transport Services that includes the following functions:

- Roads and storm water maintenance operations and traffic signs
- Reactive maintenance of roads, storm water, traffic signs and road markings

Water and Sanitation Services that includes the following functions:

- Water Distribution
- Waste Water Collection
- Clearing of sewer blockages.
- Construction repair work on sewer infrastructure.
- Operation and maintenance of sewer pump stations and reticulation network.
- Repair of water leaks.
- Addressing no-water and low water pressure issues
- Operation and maintenance of water distribution network.

Energy and Electricity Services that includes:

- Streetlights and Distribution Operations

- Electricity Systems Control
- Advisory and Reporting Control Services

Customer Care that is divided into the following three sub-sections: walk-in centres, back office and Thusong services centre

More detail on the functions and programmes of Regions is provided in the Regional Plans attached to this main document. The Regional Plans focuses on presenting a concise view of the current situation in each region, unique regional characteristics, current spatial development planning and planned projects / budget implementation by CoT Departments in the region. As an important part of the participation process, ward priorities are also presented and discussed.

The process of regionalisation is in the first of four stages, moving from the establishment of the region to the stabilisation, consolidation and sustaining of Regional services.

## **4. COMMUNITY PARTICIPATION**

### **Introduction**

This chapter aims to outline the legislative framework that guides community participation as well as the community outreach processes that have been followed towards the review of the IDP preparing for the 2014/15 financial year.

The development of the municipal Integrated Development Plan is guided by the Constitution of the Republic of South Africa, Chapter 5 of the Municipal Systems Act, Act 32 of 2000 (MSA) and the Municipal Structures Act, Act 117 of 1998. The MSA is founded on the Constitutional principles of participatory democracy and cooperation. The Constitution states in:

- Section 151(1) (e) that Municipalities are obliged to encourage the involvement of communities and community organisations in local government;
- Section 152 the objects of local government are to encourage the involvement of communities and community organisations in the matters of local government; and
- Section 195 (e), in terms of the basic values and principles governing public administration peoples' needs must be responded to and the public must be encouraged to participate in policy making.

Section 4 of the Municipal Systems Act, 2000 (Act 32 of 2000) states that council has a duty to:

- Encourage the involvement of the local community; and
- Consult the community about the level of quality, range and impact of municipal services provided by the municipality, either directly or indirectly.

### **City of Tshwane Approach to Community Participation**

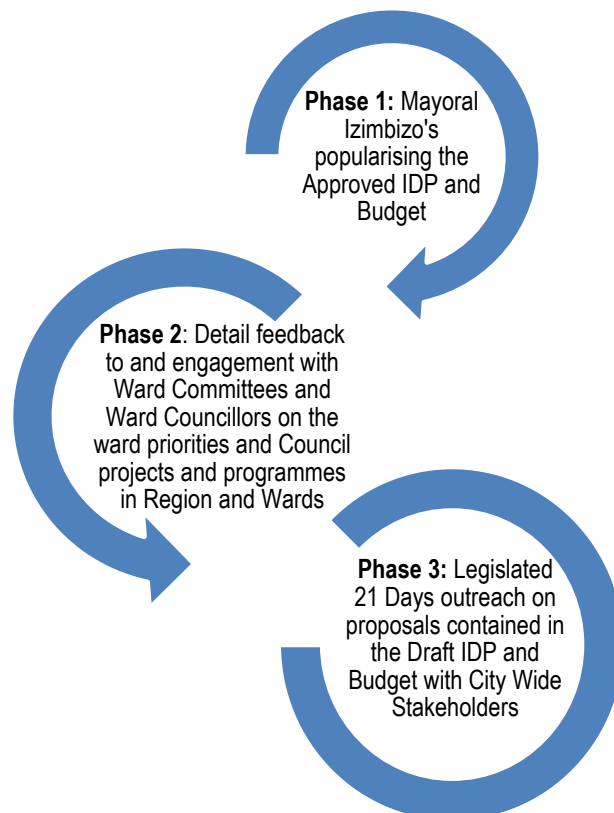
The City's commitment to public participation and consultation continued to be based on constitutional and legal obligations and the governance model. One of the City's commitments is to foster participatory democracy and Batho Pele principles as strategic objectives committed to in the 2011/16 IDP. To bring effect to this, the City has and will continue to promote participatory engagements with the communities in all its processes, including the development of the IDP and budget.

During the 2014/15 IDP Review process the Mayoral Committee approved a consolidated approach to public participation as it relates to both the annual IDP development and budget processes. The principles of this approach were as follows:

- Providing feedback to communities on the approved IDP key focus areas, programmes and projects immediately after the Council approval in May of each year;
- To narrow down the long list of ward issues submitted by wards through their respective Ward Committees to prioritise 3 issues that are of strategic importance to be attended to during the remainder of the term; and
- Utilisation of the information submitted by the wards enabled the City to plan budget and report on the achievements made by the City.

The above principles have been implemented through a three phased outreach process for the IDP and Budget 2014/15 as depicted in the diagram below:

**Figure 4.1: Phased approach to IDP Community Outreach**



The table below shows some of the successes and challenges of the process that was followed:

### **Process followed towards the development of 2014/15 IDP Review**

The IDP process has a number of processes and there are various stakeholders that needed to be consulted and afforded the opportunity to engage and give input to the IDP. Following the approval of the approach to public participation in the IDP and Budget processes the engagement with ward committees in the planning processes of Council was initiated. This process builds on the foundation which was laid during the previous review process.



**The verification of departmental responses** to improve the quality of the information provided by departments on responding to the ward priorities during the previous review cycle was initiated. Through this process departments were required to indicate which projects and programmes they are implementing to address the alignment of the priorities to the Capital Expenditure for 2014/15 financial year.

What emerged out of the process is that a number of priorities identified by the communities can only be addressed by Provincial departments. Various engagements with these departments have since taken place and all community issues have been submitted to Provincial CoGTA for facilitation of responses by provincial departments. To supplement this, the City then analysed the Provincial Budget as Gazetted in February to identify some of the interventions that are directly responding to the needs of the communities. Those interventions are highlighted Chapter 5 of this document which deals with Inter-Governmental Alignment. **Feed back to Council on progress against community identified priority issues:** in January 2013, a report was submitted to Council detailing the progress made by departments to respond to the three priorities per ward. The report confirmed the issues that the City will attend to within the 2013/14 financial allocation and those that have been referred to other spheres of government. As part of the exercise, departments reflected the quarterly milestones for those issues that are accommodated in 2013/14 planning and budget cycle. The development of quarterly milestones facilitated and will continue to facilitate regular feedback on progress made in addressing ward priorities through departmental quarterly reports which are tabled to Mayoral Committee and Council.

**Confirmation of priority issues for consideration in 2014/15 planning and budget cycle:** to assist with 2014/15 planning and budgeting process, ward committees were engaged in the form of Regional consultation meetings which took place on the 22<sup>nd</sup> February 2014. The table below reflects the meetings that took place to give this to effect.

**Table 4.1: Schedule of February 2014 engagements on the IDP**

Region	Venue
Region 1	Mabopane Indoor Sports Centre
Region 2	Mandela Community Hall, Hammanskraal
Region 3	Atteridgeville Community Hall
Region 4	Olievenhoutbosch Community Hall
Region 5	Rayton Community Hall
Region 6	Stanza Bopape Community Hall, Mamelodi
Region 7	Bronkhorstspuit Council Chamber

The aim of the meetings was to:

- Provide clarity on some of the issues that were raised by community so that appropriate interventions can be facilitated by the City;
- Consolidate the ward submissions so as to ensure the comprehensive response of the City in the 2014/15 planning cycle;

- Provide basic feedback on the past IDP / Budget Process to ward committees;
- Report on 2013/14 Capital Budget to be implemented in each Region and per Ward; and
- Reflection of Department's maintenance programmes in Regions and Wards.

Out of the meeting, ward committees were tasked with verification of their respective three priorities and to submit updated information on the priorities identified. The process of confirmation of ward needs from Ward Councillors was very slow and some Councillors did not submit any confirmation. In these cases the existing priorities have been kept as the submission for the ward. The ward priorities have been incorporated into the Regional plans submitted as an Annexure to this Document. The submission from ward committees have been analysed by the City's departments and responses provided on how the needs will be addressed in the MTREF. The Key priorities for the communities as identified through this process are:

- Provision and maintenance of roads and storm water infrastructure;
- Provision of new and maintenance of service infrastructure such as water, sanitation and electricity;
- Housing provision and the upgrading of informal settlements;
- Sport and Recreational Facilities and programmes;
- Health facilities;
- Economic development and job creation
- Safety and security

The following table reflect the number of priorities raised per department:

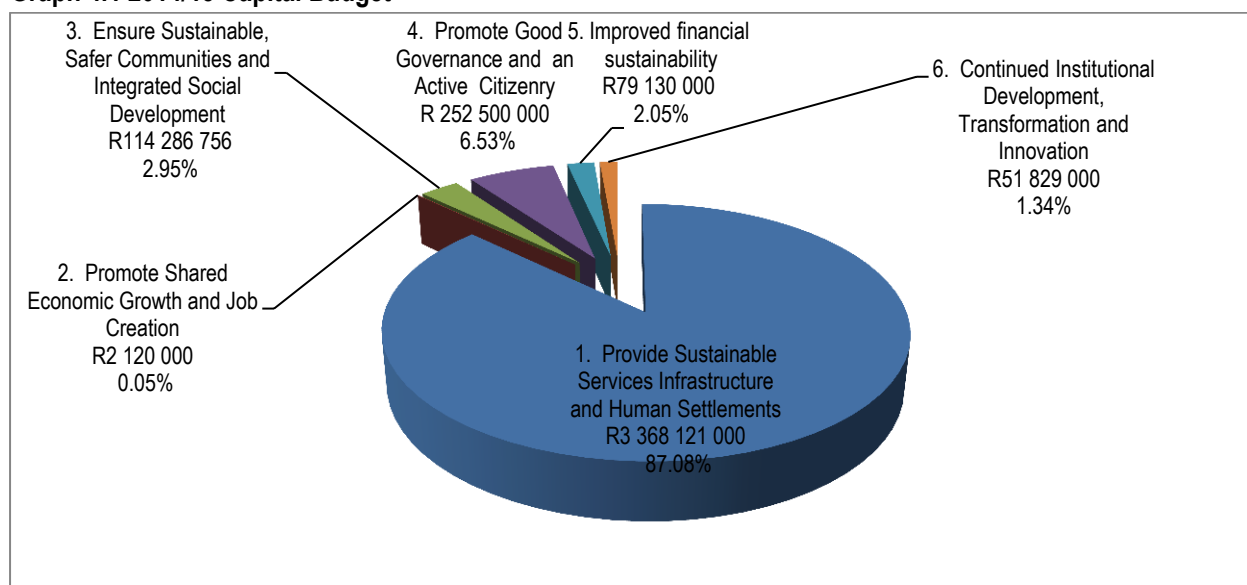
**Table 4.2: Disagregation of ward priorities per department**

Priorities Raised per Department	No of Priorities	% of Total Issues
City Planning	3	0,8%
Corporate Services	3	0,8%
Economic Development	8	2,2%
Environmental Management	21	5,7%
Health and Social Development	26	7,1%
Housing and Human Settlements	50	13,6%
Metro Police Services	11	3,0%
Regional Services	2	0,5%
Roads and Transport	144	39,2%
Service Infrastructure	53	14,4%
Sports and Recreational Services	44	12,0%
Unknown / Not Specified	2	0,5%
<b>Total</b>	<b>367</b>	<b>100,0%</b>

From the above table most ward issues that were confirmed by ward committees relate to Roads and Transport, Services Infrastructure (electricity and water) and Housing and Human settlements.

In terms of the allocated Capital Budget for the 2014/15 financial year, **87.08%** of the Capital Budget has been allocated for the provision of Sustainable Service Infrastructure and Human Settlement Management, which include roads and storm water, water and sanitation and electricity to support access to basic services and economic growth, mobility and the provision of housing. This shows the commitment of the City to address the key priorities identified. The graph below depicts the allocation of the Capital Budget:

**Graph 4.1 2014/15 Capital Budget**



Attached to this 2014/15 IDP review, are regional plans that details the regional context, challenges, plans and progress made against the ward priorities as identified by the ward committees. The Regional Plans provide detailed response to each of the issues that were raised as part of the above outlined process. In instances where the ward issues are to be addressed by the other spheres of government, the City has facilitated a process through which these can be attended as part of the intergovernmental relations processes.

### **Processes towards the approval of the final 2014/15 IDP Review**

The draft 2014/15 IDP review document was consolidated and tabled for Council approval together with the draft budget on the 27<sup>th</sup> March 2014. Council resolved further that the drafts be subjected to public participation for a period of 21 days to facilitate public and stakeholder inputs. In April 2014 the City engaged with its broader community to solicit inputs into the tabled draft documents. Copies of the drafts were made available at all City libraries and walk in centres as well as the municipal website and the public was made aware of it through advertisements in the Pretoria News and Beeld newspapers.

### **Regional Outreach Process on the Draft**

Regional Outreach meetings were held on the 5<sup>th</sup> of April 2014 to present the draft 2014/15 IDP and Budget. The meetings were held in all regions as follows:

<b>Region</b>	<b>Date</b>	<b>Venue</b>
1	5 April 2014	Mabopane Indoor Sports Centre
2	5 April 2014	Mandela Community Hall
3	5 April 2014	Sammy Marks Dinning Hall
4	5 April 2014	Olievenhoutbosch 12 hour Park
5	5 April 2014	Refilwe Community Hall
6	5 April 2014	Mamelodi West Community Hall
7	5 April 2014	Bronkhorspruit Sports Centre

These meetings were designed to present the draft IDP and Budget for 2014/15 to communities in all regions; this was with the intention that comments on both the drafts would be gathered through written submissions. Presentations were made and critical questions were asked and discussed/resolved.

During the above Outreach meetings, most of the issues as raised were responded to with an indication that for most infrastructure maintenance and refurbishments, resources have been allocated to various Regions. For service delivery issues that have huge impact on the budget and which cannot be attended to during 2014/15, they will be considered during the review process for 2015/16 financial year.

Numerous programmes such as two parks per ward, Tshepo 10 000, Electricity for All, upgrading and management of Informal Settlements and Housing delivery, Safer Cities programme through the deployment of Metro Police Officers throughout the City and Tshwane Rapid Transport project aims at addressing some of the matters raised by the communities. For those service delivery requests which fall outside the competency of the municipality (e.g. building of schools and Police Stations), they will be brought to the attention of relevant provincial departments and their responses will be facilitated to respective communities.

Detailed information on allocated resources in response to some of the above community issues, reference can be made in chapter 8 (Capital Investment Framework) of this document, furthermore on the IDP scorecard contained in chapter 9 (Performance Management) read together with the 2014/15 SDBIP scorecard.

The table below summarises inputs which were received during and after the Regional Outreach meetings:

Region	Issues Raised
Region 1	<ul style="list-style-type: none"> <li>– Maintenance of Phillip Stadium in Block L – ward 36;</li> <li>– Unfinished tarred roads in Block L – ward 36;</li> <li>– Fencing of a cemetery at Block P – ward 88;</li> <li>– Development of support programmes for school drop-outs amongst children and young adults – ward 20;</li> <li>– Rehabilitation/upgrading of gravel roads at Ext 10 – ward 37;</li> <li>– Need to provide educational facilities (schools) at Block LKK – ward 36;</li> <li>– Provision of a bridge between Boikhutsong and Block C in Mabopane;</li> <li>– Upgrading of roads and parks at Boikhutsong area in Mabopane;</li> <li>– Provision of schools (primary and high school) at Boikhutsong area in Mabopane;</li> <li>– City to attend to electricity failures and to improve billing system in ward 21</li> </ul>
Region 2	<ul style="list-style-type: none"> <li>– Maintenance of streets and Apollo lights;</li> <li>– The City to fast track resolving water crisis at Hammanskraal;</li> <li>– Improve billing system</li> </ul>
Region 3	<ul style="list-style-type: none"> <li>– City to attend to over-crowding at the flats since it create health hazards;</li> <li>– Provision of a library in Sunnyside;</li> <li>– Electricity discount provided by the municipality not benefiting gated communities due to involvement of third parties;</li> <li>– The City to introduce programmes aimed at youth empowerment and to reduce unemployment to supplement the Tshepo 10 000 project;</li> <li>– City to improve on linkage between budget and IDP since some of the critical capital projects are not reflected;</li> <li>– Upgrading of storm-water drainage at Ext 6 &amp; 7 in ward 68;</li> <li>– Formalisation of informal settlements in ward 55</li> </ul>
Region 4	<ul style="list-style-type: none"> <li>– City to introduce youth sports development programmes at parks (parks are being turned into drug zones);</li> <li>– City must put measures in place during public participation to ensure that communities are notified in advance and the messages reach all sectors of the community;</li> <li>– Provision of pedestrian bridge at the R55 road;</li> <li>– Provision of educational facilities at Extension 36;</li> <li>– City to extend bus services to Olievenhoutbosch</li> </ul>
Region 5	<ul style="list-style-type: none"> <li>– Development for Phumzile Park and Boshkop is not considered in the presented IDP and budget;</li> <li>– Formalization of Phumzile Park;</li> <li>– Provision of clinics, water, sports facilities and</li> </ul>

Region	Issues Raised
	<ul style="list-style-type: none"> <li>roads in Region 5;</li> <li>– City to fast-track engagements with regard to Onverwacht land and Plot 123 for the benefit of the community;</li> <li>– City to recognise <u>Donkerhoek-Lethabong Crime Prevention and Development Forum</u> as a bona fide stakeholder and a platform for addressing and communicating with Lethabong and Koponong residents</li> </ul>
Region 6	<ul style="list-style-type: none"> <li>– City to consider extending TRT services to other areas of the city either than those already identified;</li> <li>– Upgrading of storm-water drainage system as well as the road leading to Nelmapius;</li> <li>– City to closely monitor the refuse removal services provided by Chippa waste management;</li> <li>– City to enforce its by-laws – to penalize those dumping illegally;</li> <li>– Infrastructure development (roads and stormwater) within the vicinity of Laerskool Tygerpoort;</li> <li>– Provision of water at Laerskool Tygerpoort</li> </ul>
Region 7	<ul style="list-style-type: none"> <li>– Provision of recreational facilities and youth development programmes (to support measures to reduce/eliminate drug abuse);</li> <li>– Maintenance of roads in the region and repairing of potholes;</li> <li>– High unemployment rate at region 7;</li> <li>– Development of local SMME's to benefit in future projects implemented by the City in the Region</li> </ul>

## Conclusion

The process outlined above demonstrates the City's commitment towards fostering participatory democracy and the process will be improved through development of the Regional IDP's which, for the first time has been initiated in the City's IDP. Input received together with the community priority issues formed the basis for finalisation of the 2014/15 IDP Review and budget.

## **5. INTERGOVERNMENTAL ALIGNMENT**

### **Introduction**

This chapter deals with continuous strengthening of Intergovernmental Relations (IGR). It reflects on the State of the Nation and State of the Province addresses and highlights some of the key national and provincial frameworks to which the City of Tshwane have aligned the IDP. The comments provided by the MEC: Provincial Government's comments on the 2012/14 IDP are also reflected.

### **Background to Intergovernmental Relations**

Intergovernmental Relations (IGR) refers to the complex and interdependent relations amongst the national, provincial and local spheres of government as well as the coordination of public policies amongst these three spheres. In essence, this means that the governance, administrative and fiscal arrangements operating at the interface between national, provincial and local governments must be managed to promote the effective delivery of services.

This is guided by the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), which aims to provide within the principle of co-operative government set out in Chapter 3 of the Constitution, a framework for the national government, provincial governments and local governments, and all organs of state, to facilitate co-ordination in the implementation of policy and legislation, including:

- coherent government;
- effective provision of services;
- monitoring implementation of policy and legislation; and
- realisation of national priorities.

The impact of IGR practice on service delivery arises from the interplay between the formal design elements of the system described above, and operational factors that impinge on the implementation of that system (e.g. capacity issues, the budget, the political context, community dynamics, etc.). These operational risks are managed by the vertical and horizontal dimensions of IGR. This includes the coordination and supervision duties between different spheres of government, e.g. in relation to concurrency in powers and functions across three spheres, or the oversight and integration roles within particular spheres of government, e.g. national cluster committees established by the President in 1999 to enhance cross-sectoral coordination.

Ultimately, the effectiveness of the IGR system may be gauged by the extent to which it adds value in effective service delivery, development and good governance across the three spheres of government. This is recognised in the preamble to the Intergovernmental Relations Framework Act, which acknowledges that challenges of poverty, inequality and marginalisation of vulnerable groups and communities are best addressed through 'concerted effort by government in all spheres to work



together and to integrate as far as possible their actions in the provision of services, the alleviation of poverty and the development of our people and our country’.

In the light of the above, intergovernmental planning in practice should:

- Facilitate the flow of information between and within sectors in all three spheres of government
- improve the weak IGR between local government and the other two spheres of government;
- achieve greater clarity on the obligations of different spheres of government where there are concurrent responsibilities; and
- give greater attention to the lack of capacity in all three spheres of government

According to the MSA (2003), 24(1-4), the planning of local government, must at all times be integrated and aligned to the planning and strategies of the national and provincial spheres of government. In addition, any organ of state which is initiating legislation at national or provincial level that affects the planning at local government level, must first consult with organised local government before the legislation can be duly effected.

The City has taken guidance in the review of the IDP of the proposals contained in the Tshwane Vision 2055 which has been developed taking guidance from the National Development Plan. In line with the Gauteng Vision 2055 which are premised on equitable growth, social inclusion and a cohesive society, environmental friendly and human settlement sustainability coupled with good governance, Tshwane Vision 2055 focus on the following outcomes:

- A resilient and resource efficient City;
- A growing economy that is inclusive, diversified and competitive;
- A City with quality infrastructure development that supports liveable communities;
- An equitable City that supports happiness, social cohesion, safety and healthy citizens;
- An African Capital City that promotes excellence and innovative governance solutions; and
- South Africa’s Capital with an activist citizenry that is engaging, aware of their rights and presents themselves as partners in tackling societal challenges.

## **State of the Nation Address and Budget Speech, 2014**

During the 2014 State of the Nation Address, the President Jacob Zuma reported progress made regarding the direction that the country has taken in ensuring its optimal transformation and sustainability since 2009. In his address that president highlighted the key job creation drivers which were identified as mining, tourism, agriculture, the green economy, infrastructure development and manufacturing. Contributing to this has been numerous projects which have been initiated and implemented countrywide.

The State of the Nation Address by the President highlighted key projects to be funded by government. For the City of Tshwane, these pronouncements confirmed the government’s commitment to economic and social development. Some of the

key messages from the budget as they relate to the City confirmed the continuation of projects implemented by the City which are in line with the Strategic Integrated Projects (SIPs) as coordinated by the Presidential Infrastructure Coordinating Commission. Included in these is the investment made to support the Durban-Free State-Gauteng logistics corridor (SIPs2) and on integrated urban space and public transport programme (SIPs7).

A number of projects have taken place in the City and programmes and projects identified and implemented by the City are continuing in support of these such as the Tshwane Rapid Transport system, Rainbow City, the Tshwane International Convention Centre and the Smart City Initiatives. Details on how the City has responded to the SIPs 2 and 7 initiatives are provided as part of the SDF chapter in this document.

## **State of the Province Address**

Following the State of the Nation Address, Premier of Gauteng Province, Nomvula Mokonyane presented in her State of the Provincial Address that the Provincial Government are committed to interventions to create more jobs, decent work and sustainable livelihoods for inclusive growth for Gauteng.

The Premier also reported on some of the Tshwane specific programmes and projects which have been initiated and will be continued in the 2014/15 financial year and these include inter alia the following:

- Refurbishment work on various Provincial Health Facilities such as hospitals and clinics;
- Various job creation and skills development programmes including the second incubator on Nissan SA production site in Rosslyn;
- The further operationalization of the Winterveldt Township Hub;
- The regeneration of the Ga-Rankuwa industrial park through contracts with service providers living with disabilities;
- Acquisition and the development of well-located land such as Olievenhoutbosch Extension 27 to accommodate greenfield development and the further development of Lady Selbourne to support integrated human settlements;
- Key programmes in the fight against drug dens in areas such as Ga-Rankuwa, Winterveldt and Cullinan; and
- The development of Freight and Logistic hubs.

The MEC for Finance, Mandla Nkofe in his presentation of the Provincial MTREF and Estimates of Capital Expenditure for the various provincial departments responded further to the above commitment. This included numerous projects that will be implemented in the City of Tshwane which range from the planning for and construction of new clinics, schools, social development and sport and recreational facilities. To support the continuation of sustainable services various existing facilities in the above categories will also be upgraded and maintained in the coming MTREF.

## State of the Capital City Address

On 03 April 2014, the Executive Mayor of Tshwane Cllr Kgosientso Ramokgopa presented his State of the Capital City Address and highlighted the following points which gave a detailed account of the levels of development in the City, economic climate and the highlights for the planned developments in the City. The State of the City Address emphasized the Tshwane Vision 2055 as the guiding document for remaking the capital towards achieving the 2055 Vision. Some of the key focus areas for the City toward the end of the term include:

- Provision of services to all households in the City as well as spatial reconfiguration through formalising informal settlements, called “Re aga Tshwane” – “We are building Tshwane”.
- Investing in the youth, job creation and skills development and continued investment attraction and retention;
- Consolidating the public-private investment in the inner-city and in the eastern part of the city; and
- Investment in the green infrastructure to improve resilience and combat climate change.

All the pronouncements made as part of the State of the Capital Address have either been included as part of the planning and budget for 2014/17 or are being investigated to develop the best suited approach to deliver on them.

## Comments of the MEC: Co-Operative Governance and Traditional Affairs on the City of Tshwane 2013/14 IDP Review

The Municipal Systems Act states that MECs for Local Government are required to comment officially on municipal IDPs with a view to enhance service delivery and inter-governmental relations. MEC: Ntombi Mekgwe, Gauteng MEC for Co-Operative Governance and Traditional Affairs, issued comments on the City of Tshwane 2013/14 Reviewed IDP. The table below contains summarised comments on the issues raised by the MEC with specific reference to the City. Evidence of progress made on the issues below can be found in the detailed plans of the municipality including but not limited to this IDP document and the SDBIP.

:

**Table 5.1: MEC Comments and CoT Response**

MEC Comments	Response on Comment
The IDP notes that the City will be implementing the Employment Equity Plan (EEP) during the 13/16 medium term to ensure that transformation is monitored. The latter is a commendable initiative and the City is urged to consider development of specific targets and baselines within the IDP to give effect to this.	CoT has an approved employment equity plan and the targets are in the five year plan broken down annually. These targets are further cascaded to each head of department's scorecard to ensure implementation.
In order to ensure that the IDP is a shared process amongst three spheres of government, the City is urged to consider establishing a dedicated IGR Unit. This will go a long way in facilitating programmatic alignment between the City's priorities and the plans and programmes of other spheres of government as envisaged in both the White paper on Local Government as well as the Municipal Systems Act.	The City has an established IGR unit which is coordinating IGR matters in the City. Although the unit needs strengthening, the process of intergovernmental alignment needs to be cascaded through the organization in all departments. This is however required from both spheres to facilitate coordination and alignment. There is there for a need for the respective Provincial sector

MEC Comments	Response on Comment
	<p>departments to regularly engage the city on their respective programmes and projects. During an IDP IGR engagement arranged during November 2013, only five provincial departments were represented which does not contribute to alignment of plans. Challenges are also experienced with the provision of updated information on progress made in the implementation of approved provincial projects within the area of jurisdiction of the City.</p>
<p>There is no evidence of how ward committees are utilised for the IDP public participation process. These are vital structures with potential to strengthen participatory democracy. The City is urged to explore mechanisms of making full use of these structures to enhance State-society relations and deepen public participation.</p>	<p>The public participation chapter of the 2013/14 IDP did cover the involvement of ward committees. A detail process unfolded as part of the engagement process which included ward committees to play a key role in prioritising ward needs which was captured and attached as Annexure B. This process has been further enhanced in the current review process.</p>
<p>Section 81 of MSA requires that traditional leaders express an opinion of developments proposed for their areas. Whilst the IDP makes reference to an elaborate public participation process, it is not clear how the Traditional Leadership within the City has participated in the IDP processes to give effect to the provisions of the Structures Act cited above. The City is urged to put measures in place to ensure meaningful involvement of the Traditional Leadership in its processes.</p>	<p>This matter has been noted and the COT is addressing this matter as part of the IDP review. As part of sourcing input from stakeholders on the Draft Proposals, Traditional Leaders will be consulted to strengthen their involvement and participation in the IDP process.</p>
<p>Research and development (R&amp;D): the city is commended for conducting regular service delivery satisfactory surveys. The above-mentioned initiatives can provide important feedback from communities to the city administration such as whether or not the IDP is improving the socio-economic conditions of local communities. As part of R&amp;D the city is urged to exploit its strategic advantage as the research hub of the Province by partnering with various research institutions so as to develop adequate internal research capacity in order to deliver sustainable and quality services to its citizenry.</p>	<p>The City through Research and Innovation department works in collaboration with knowledge institutions in the City to facilitate knowledge creation and innovation to grow its knowledge economy and position the City as a world class knowledge hub.</p> <p><b>The key research function includes:</b></p> <ul style="list-style-type: none"> <li>– Promotion and use of research in planning and decision making</li> <li>– Delivering services through partnerships with knowledge based institutions to deliver world class research</li> </ul> <p>In the financial year 2013/14 the research function was reviewed as part of the mandate from the Executive Mayor's vision to set a Tshwane Research Institute for the City of Tshwane which seeks to assist with medium to short term planning and policy making in the City.</p> <p>The City in its continued effort to strengthen collaboration between the City and the institutions of higher learning, had various engagement with the executives from the University of Pretoria. This led to the renewal of the collaboration agreement which was signed by the Executive Mayor of Tshwane and the Vice-Chancellor of the University of Pretoria on the 22<sup>nd</sup> of July 2013.</p> <p>The shared vision of the Parties, as captured in the Memorandum of Understanding is to improve the socio-economic profile, the efficiency and effectiveness of the City in the delivery of services by addressing issues of common interest and mutual benefit to both the CoT and UP, inter alia:</p> <ul style="list-style-type: none"> <li>– Provide sound research support to form the</li> </ul>

MEC Comments	Response on Comment
	<p>basis of short term to long term strategies;</p> <ul style="list-style-type: none"> <li>– Investigate and establish a specialised think tank facility for the City in partnership with other identified strategic partners to address service delivery challenges as identified;</li> <li>– Exchange of scientific and technical information, including publications and reports, between the two Parties;</li> <li>– Capacity building through advancement of training, skills development and joint organisation of seminars, workshops, symposia and technical conferences; in areas of mutual interest;</li> <li>– Joint implementation of programmes and projects as identified and agreed upon by both Parties; and</li> <li>– To address any other issues of common interest and mutual benefit of both the CoT and UP as identified and agreed by the Parties.</li> </ul> <p>Furthermore, the Faculty of Humanities has approached the City with the proposal to partner on the research theme: “Capital Cities: Space, Justice and Belonging”. The aim of the project is to launch a coherent research and intervention platform on Pretoria/Tshwane. Through this platform interaction between role-players that engage the City of Tshwane through research and practice will be facilitated and coordinated. The project will form a node around which postgraduate training and postdoctoral support can be organised and from which the leveraging of funding will be facilitated.</p> <p>The City have planned to have a total of three (3) MoUs/MoAs in place by the end of Financial Year 2013/14 to utilise for purpose of its research function. They are with the University of Pretoria (UP), the Council of Sciences and CSIR and the University of South Africa (UNISA).</p>
<p>The 2013/2014 IDP indicates that the youth constitute the highest percentage of the population of the City majority of which remains outside the formal employment sector. However, there is no evidence that job creation and capacity building initiatives undertaken by the City are directly targeting the majority of unemployed and uneducated youth. It is prudent that the city develops targeted youth development programmes by linking skills and capacity building initiatives to current market demand.</p>	<p>“Skills shortage remains a key challenge facing the Tshwane and the South African Economy in general. The National Development Plan (NDP 2030), the New Growth Path (NGP 2020), the Industrial Policy Action Plan (IPAP) and the Gauteng Industrial Policy Framework view skills development as a critical requirement towards the growth and development of the South African Economy.</p> <p>Key programme – Vat Alles and Tshepo 10 000</p>
<p>Further that, the high youth unemployment rate is consistent with national rates and relates specifically to barriers of entry into the labour market. It is not clearly observable in the IDP that the city is directly resolving the structural barriers evident in the economy which have an indirect impact on the successful absorption of unemployed youth into the formal employment sector. It is therefore important that the City regulatory regime maximises employment and business opportunities than constraints, especially in sectors that are labour intensive and offers greatest opportunities for job creation.</p>	<p>IPAP in particular view the slow growth in the manufacturing sector and industrialization as a result of skills mismatch and skills shortage. NGP on the other side targets the training of 50 000 Artisans by 2015 in order to enable the growth and development of the South African Economy. The NDP indicates that South Africa displays features of a low growth, middle-income trap, characterised by lack of competition, large numbers of work seekers who cannot enter the labour market, low savings and a poor skills profile.</p>

MEC Comments	Response on Comment
<p>The 2013/2014 IDP outlines support and development packages aimed at Small, Medium and Macro-sized Enterprises (SMMEs) as well as cooperatives. The strategy seems to focus mainly on the supply-side of the value chain and therefore there are no evident efforts at linking the support and development initiatives to the demand-side value chain. It is therefore imperative that the City links its support and development initiatives to strategic local, regional and global markets.</p>	<p>The City through its Economic Development Departments, has introduced a programme to address skills shortage in the City. This programme will assist this City to reduce unemployment amongst youth, women and people living with disabilities in order to improve economic development through availability of locally skilled labour.</p> <p>The programme is aimed at training unemployed youth; women and people living with disabilities in Tshwane in order the support prioritised economic sectors, namely automotive, aerospace, tourism, agro-processing, mining, BPO and ICT. To date, the City has been running Artisan Development programmes in partnership with DESTO to train unemployed youth, women and people living with disabilities in the following trades: welding, boiler making, brick laying, plastering, plumbing, painting and electrical. Over 740 unemployed youth, women and people living with disabilities benefited from this programme during the 2012/13 financial year and a total of over 3 000 unemployed benefited from this programme since its inception.</p> <p>It is expected that during the 2013/14 financial year over 800 beneficiaries of skills development programmes will be trained. The programme will be extended to include artisan training in tool making Automotive, Aerospace, BPO &amp; ICT, Tourism, Agriculture and Agro-Processing.</p> <p>In respect of job creation and SMMEs support (Tourism establishments star grading), the City has been supporting SMMEs in the tourism sector through the installation of tourism signs to privately owned tourism establishments and public amenities such as heritage sites, police stations etc. Unfortunately, tourism establishments are expected to be star graded before their application for a tourism sign could be approved. Most of these applications are rejected because the establishments are not star graded.</p> <p>The City has signed a three-year Memorandum of Agreement with the Tourism Grading Council of South Africa (TGCSA), a recognised quality assurance body for tourism products in South Africa to star grade tourism establishments within Tshwane. Through this programme City endeavour to strengthen its support to the SMMEs since they are engines of development, contribute to jobs and wealth creation, therefore, it is critical that tourism SMME's are supported to sustain themselves and grow. Priority will also be given to tourism establishments owned by people living with disabilities.</p> <p>Although youth unemployment is not explicitly raised in the IDP 2013/14, the City initiated a Youth skills development, job creation and entrepreneurial development programme (Tshepo 10 000 programme). The programme was conceived and designed as one of the mechanisms to address the level of unemployment and skills shortage among youth in the City of Tshwane. The programme seeks to achieve the following objectives:</p> <ul style="list-style-type: none"> <li>– Address youth unemployment in all seven</li> </ul>

MEC Comments	Response on Comment
	<p>regions and 105 wards in Tshwane;</p> <ul style="list-style-type: none"> <li>– Tackle unemployment and the skills shortage head-on in Tshwane;</li> <li>– Deliver skills programmes that balance demand and supply especially in high labour intensive sectors, such as, construction-related, ICT, freight and logistics;</li> <li>– Provide entrepreneurial training, financial and technical training</li> <li>– Target partnerships and strategic alliances that result in service- level agreements;</li> <li>– Provide information on available job opportunities, placement and the development of industry/sector-driven business;</li> <li>– Better match the supply and demand of skills within Tshwane;</li> <li>– Maximize the use of cooperatives as a vehicle of job creation;</li> <li>– Recruit 10 000 young people who are unemployed from the age of 21 to 35 years to be skilled and provided with work opportunities.</li> </ul> <p>Although SMME's and Cooperatives are not detailed in the IDP 2013/14 the City is working towards development and support of small business in all sectors of the economy; creating demand for businesses products and services and reduce regulatory constraints for businesses to grow; grow all forms and types of SMME and Cooperatives, as well as increase its contribution to the city's GDP growth rate, economic transformation and social impact; build a better City by delivering unique and unparalleled expertise, programs and services to the businesses; facilitating access to markets and finance for cooperatives and SMMEs together with the key role players. The following programmes are provided to SMME's and Cooperatives:</p> <ul style="list-style-type: none"> <li>– Incubation and skills development;</li> <li>– Cooperative capacity building through basic management training, Mentorship and leadership development</li> <li>– Supports and promote SMME's through training (financial literacy, business start-ups, advanced entrepreneurship); mentorship; Tshwane business club, Tshwane development business forum, Business information centres."</li> </ul>
<p>The City's Spatial Economic Targeting approach is a good practice and will ascertain that Local Economic Development (LED) initiatives constitute a central and enabling thread in determining the spatial logic towards integrated and sustainable human settlements. The approach will ensure that infrastructure development and maintenance efforts targets derelict urban and strategic township locations. Moreover, economic infrastructure development and spatial management will go a long way towards supporting economic development across geographic space.</p>	<p>This matter is noted and the COT is dealing with this matter through its various spatial interventions. The implementation in the key strategic game changer projects is gaining momentum and will such contribute to sustainable growth in the areas of investment.</p> <p>Add a component to nodes in the SDF summary showing which one is targeting economic sectors – spatial economic targeting</p>
<p>The City has undertaken major financial commitments which include provision of services to informal settlements. However the IDP does not identify any alternative revenue</p>	<p>The CoT initiated a project on the Restructuring of the Balance Sheet. This process is currently undergoing implementation and focus on efficiencies within the</p>

MEC Comments	Response on Comment
streams that the City will pursue in order to adequately finance its Capital and Operational commitments. The IDP only points out that the City intends undertaking a range of initiatives to cut operational costs, without clearly articulating what these would entail. The City is urged to investigate alternative streams of revenue so as to enable it to meet its service delivery objectives in a sustainable manner.	parameters of the budget. Through the planning and budget process the City is also investigating possible additional revenue streams such as Broadband as possible income stream.
The IDP does not deal with Contract management & enforcement of Service Level Agreements (SLA). The City is urged to consider integrating contract management issues and the treatment of SLAs that may exist between the City and other bodies within the IDP. The City is however applauded for its efforts towards ensuring Payment of creditors within 30 days in compliance with the provision of the MFMA.	This matter is being dealt with as part of the Supply Chain Management process of the City. Specific focus has been put on the drafting and management of contracts and SLA's entered into.
The City obtained an unqualified audit opinion for three (3) consecutive years. The municipality has a strategy in place to move from unqualified to clean audit by 2016, however the plan to achieve this is not discussed in the IDP. The City is therefore urged to unpack this within the IDP.	All significant findings raised by Auditor General are followed up by Internal Auditors to ensure that all recommendations are implemented and that all shortcomings identified are addressed by the Departments and entities. In addition, OPCA officers have been appointed at appropriate levels within CoT to assist the Departments and entities in addressing all matters raised by Auditor General including issues in IDP in the bid to deliver Operation Clean Audit

## Conclusion

The City will continue to foster intergovernmental planning and monitoring with all spheres of government; this will also be intensified during the financial year and towards the review of the 2015/16 IDP.



## 6. CITY OF TSHWANE STRATEGIC FRAMEWORK

### Introduction

As part of South Africa's transformation the City of Tshwane has made progress in reversing the exclusion and marginalisation of the majority of its residents through the establishment of a legitimate, transparent, and accountable metropolitan local government and broadening access to socio-economic opportunities and infrastructure services. Expansion and provision of basic services such as water, sanitation, and electricity as well as investments in socio-economic infrastructure investment has led to a better quality of life for Tshwane residents. Moreover, marginal reduction in poverty and under development is happening over time, with real earnings at the lower income groups increasing.

However, while poverty levels have declined, inequality has increased resulting in the persistence of the triple challenge of poverty, unemployment, and inequality. Thus, whatever triumphs we may have recorded, our greatest achievements are still ahead, hence the need for a long term development vision.

It is for this reason that in August 2013, the City of Tshwane Council approved the Tshwane Vision 2055— a long term strategy aimed at focusing the development interventions of the City. Tshwane Vision 2055 is an articulation of the future and sets out a bold vision that will propel the City of Tshwane to be **liveable, resilient, and inclusive**.

It reflects the aspirations not only of the Tshwane residents but all South Africans as outlined in the National Development Plan 2030 vision. Tshwane Vision 2055 details various 'game changing' interventions and strategic actions of all stakeholders that will ensure that all its residents experience tangible socio-economic and spatial transformation in their lifetime. It is about the **re-making of South Africa's Capital City**. To do this, 4 Levers of remaking South Africa's Capital have been identified:

- Lever 1: Consolidating our intellectual and innovation capacity of the city
- Lever 2: Creating a better life for the people of Tshwane through creating partnerships that lead to a better life for the people that live in the capital city
- Lever 3: Leading the development of a collaborative Gauteng City Region
- Lever 4: Embracing a new age of Pan-Africanism by positioning Tshwane as the home of the African renaissance and support government programmes of ensuring that the African agenda is consolidated.

The identified 4 levers will propel the City to achieve its Vision as stated below:

***In 2055, Tshwane is liveable, resilient and inclusive whose citizens enjoy a high quality of life, have access to social, economic and enhanced political freedoms and where citizens are partners in the development of the African Capital City of excellence.***

This chapter discusses the Tshwane Vision 2055 and establishes a relationship between the following:

- The Tshwane Vision Outcomes;
- The Council approved Strategic Objectives;
- Strategic Actions as outlined in the Tshwane Vision 2055; and
- Implementation tools of the Tshwane Vision 2055

Key deliverables of the City as captured in this draft 2014/15 IDP will be facilitated through the existing governance structures. Among these are the Regional Services Administration offices which focus mainly on addressing operational efficiencies. The proposed work of the Regional Administration is captured in the scorecard contained in Appendix 1 and in draft Regional Plans as annexed to this document.

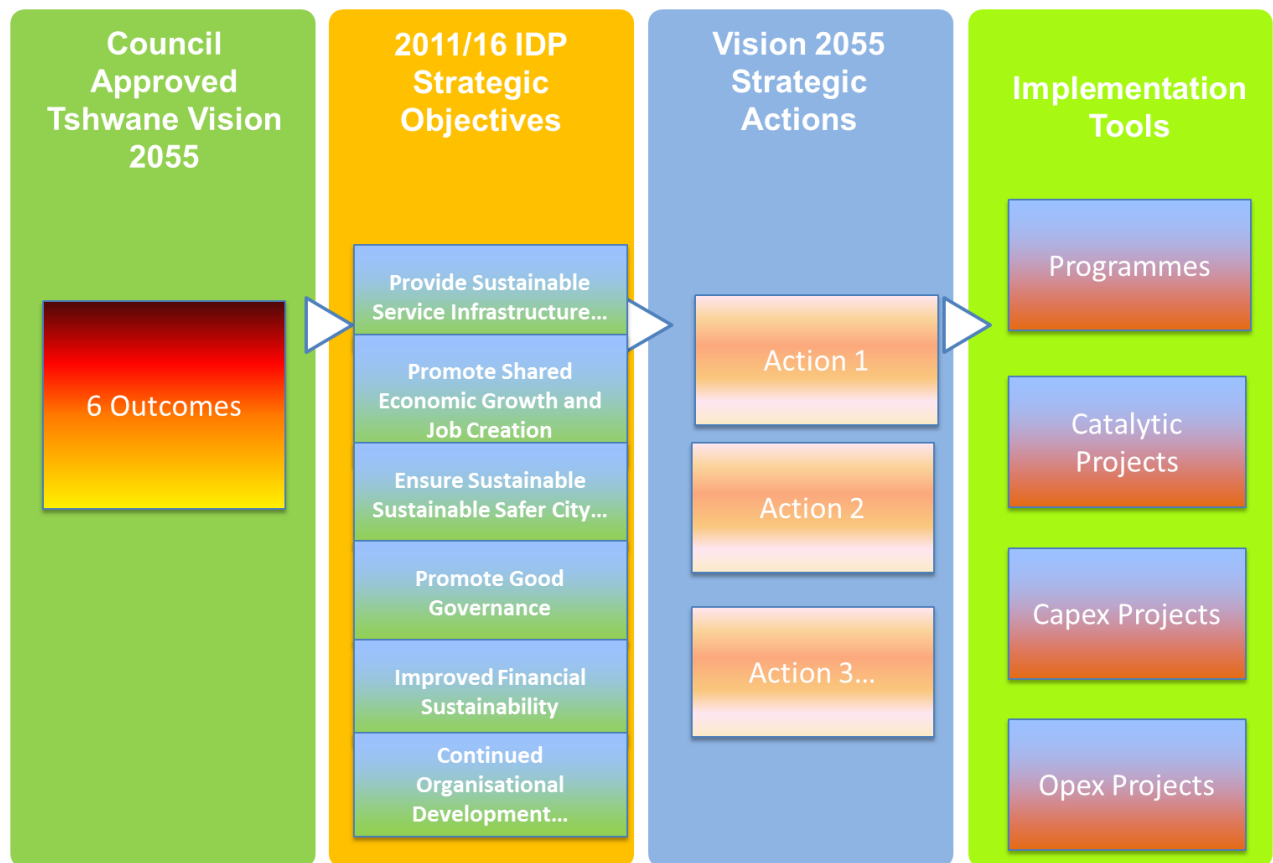
### **Organising Framework for the 2014/15 IDP Review**

This section outlines and demonstrates the relationship between the following:

- Tshwane Vision 2055 Outcomes;
- Strategic Objectives of the IDP;
- Strategic Actions; and
- Annual Implementation tools

The relationship described above is summarised in the diagram below and is discussed in detail below:

**Figure 6.1 Linking the Tshwane Vision 2055 to Operational Plans**

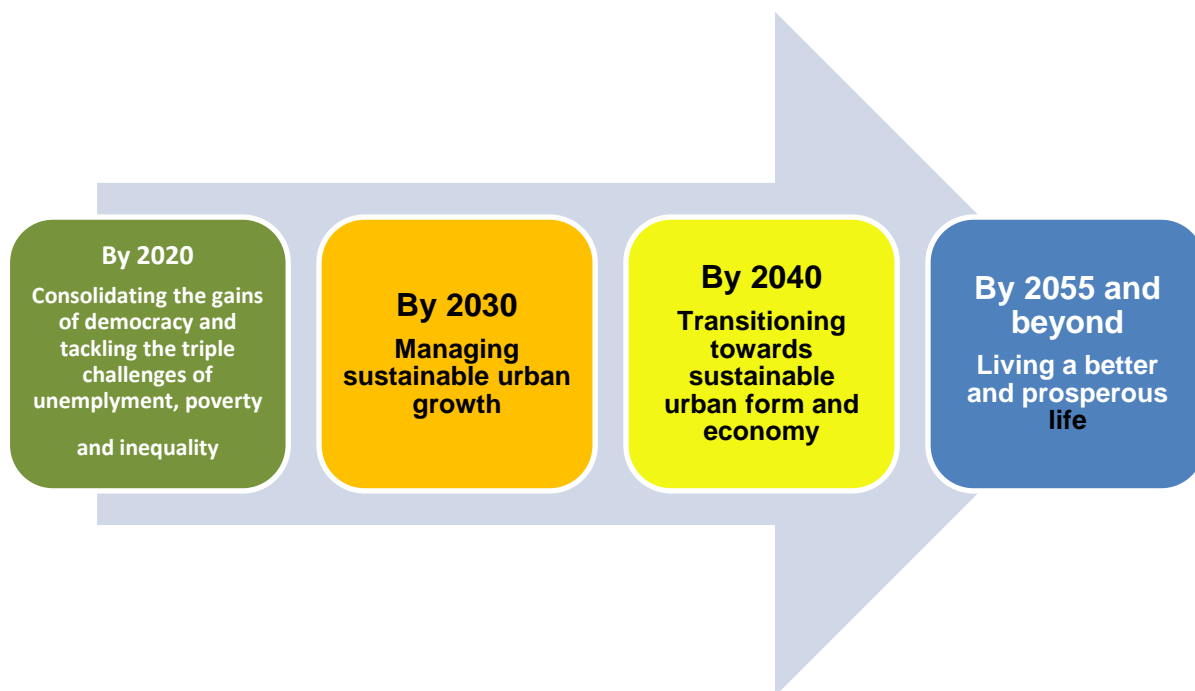


**Tshwane Vision 2055** Outcomes were approved by Council in 2013 as part of carving the long term vision for the city. The approved outcomes are as follows:

- Outcome 1: A resilient and resource efficient City
- Outcome 2: A growing economy that is inclusive, diversified and competitive
- Outcome 3: Quality infrastructure development that supports liveable communities
- Outcome 4: An equitable City that supports happiness, social cohesion, safety and healthy citizens
- Outcome 5: An African Capital City that promotes excellence and innovative governance solutions
- Outcome 6: South Africa's Capital with an activist citizenry that is engaging, aware of their rights and presents themselves as partners in tackling societal challenges

These outcomes are long term in nature and have been designed to incrementally measure the success of the City in the four "decades of game changing" as depicted in the diagram below:

Figure 6.2: Key Milestones for the Decades of Game-changing



To implement the Tshwane Vision 2055 within the current term of Council, this IDP review links the **strategic objectives** as approved by Council in 2011 and amended in the 2013/14 IDP review with the Tshwane Vision 2055 outcomes. The strategic objectives are medium to short term in nature and identify clear indicators and targets that can be monitored on an annual basis gauge the advances made within this term of office. The strategic objectives for the term are to:

- Provide Sustainable Services Infrastructure and Human Settlements;
- Promote Shared Economic Growth;
- Ensure Sustainable, Safer Communities and integrated Social Development;
- Promote Good Governance and Active Citizenry
- Improve financial Sustainability; and
- Continue Institutional Development, Transformation and Innovation

Focus on the strategic objectives seeks to ensure that continuation of the approved 5 year IDP for 2011/16 is maintained. The sections below in this chapter set the high-level deliverables of the City against the Strategic Objectives in the 2014/15 financial year. The agreed emphasis areas for the year is to continue with provision of basic services, and development of enabling policies to consolidate the gains of democracy. This is in line with the key milestones for the decades of game-changing as captured in the Vision 2055.

On the other hand, the **strategic actions** identified in the Tshwane Vision 2055 are a combination of short and medium term actions that need to be undertaken to drive the city towards the clearly defined goal for the specific decade. Some of the strategic actions that are in the Tshwane Vision 2055 are operational and tactical actions that need to be in place prior to defining targets and indicators against each

outcome. For this reason, the strategic actions support the medium term strategic objectives of the City.

All of the above, i.e. outcomes, strategic objectives and strategic actions are implemented through **catalytic projects, programmes and capital projects**. These can be referred to as the implementation tools of the Tshwane Vision 2055 and have been recognised as the anchor that will keep the Vision alive.

Already, the Executive Mayor has pronounced on a number of catalytic projects to 'change the face of the city'. These projects contribute to the outcomes of Tshwane Vision 2055. The table below lists the catalytic projects that the City is in the process of implementing.

**Table 6.1: First Generation of Catalytic Projects**

<b>Tshwane Vision 2055 Outcome</b>	<b>1st Generation of Catalytic Projects</b>
<b>Outcome 1:</b> A resilient and resources efficient City  <b>Outcome 2:</b> A growing economy that is inclusive, diversified and competitive	<b>Spatial Restructuring:</b> <ul style="list-style-type: none"> <li>– Tshwane Rapid Transit</li> <li>– Tshwane International Convention Centre</li> <li>– Tshwane (HQ) House</li> <li>– West Capital Precinct Development</li> <li>– Symbio City</li> <li>– Rainbow City</li> <li>– Strategic Land Parcel Management</li> <li>– Parks Development in wards</li> <li>– Inner City regeneration: Pedestrianisation projects</li> </ul>
<b>Outcome 1:</b> A resilient and resources efficient City  <b>Outcome 3:</b> Quality Infrastructure Development that Supports Liveable Communities	<b>Restoring Dignity Through Housing</b> <ul style="list-style-type: none"> <li>– Hostel upgrading</li> <li>– Housing delivery and formalisation of informal settlements</li> </ul>
<b>Outcome 5:</b> An African Capital City that Promotes Excellence and Innovative Governance Solutions  <b>Outcome 6:</b> South Africa's Capital with an Active Citizenry that is Engaging, Aware of their Rights	<b>Innovative governance solutions</b> <ul style="list-style-type: none"> <li>– Security of revenue and debt capital market</li> </ul>
<b>Outcome 3:</b> Quality Infrastructure Development that Supports Liveable Communities	<b>Promoting liveability</b> <ul style="list-style-type: none"> <li>– Safer city initiatives</li> <li>– Roll out of solar water geysers and street lighting</li> <li>– Roll out of refuse bins</li> <li>– Parks developments in wards</li> </ul>

All of the City's plans are guided by policies and legislations. To contextualise the rationale for some of the sector specific interventions, challenges and broad policy framework guiding sector development, the following sector plans have been included for reference as Annexure B to the document:

- Transportation (based on the draft CITP).
- Disaster Management (based on the draft framework).
- Housing and Human Settlements (based on the 2007 Human Settlement Plan).
- Health.
- Water (based on the Water Services Development Plan).
- Energy.

- Environment (based on the State of the City Environmental Report and the Environmental Management Policy).

Some of the details around annual deliverables on projects and programmes that support the Tshwane Vision 2055 can be found in departmental plans and the draft SDBIP for 2014/15 as prepared and contained as an annexure to this document. It should also be stated that the Proposed Actions for the Medium Term are planned for at departmental and institutional level and thus will be reflected in the various plans of the City.

Following the Mayoral Lekgotla of October 2013, the City also confirmed a “second generation of catalytic projects” which will be initiated in the 2014/15 financial year. These projects complement the first generation of projects as outlined above and have an additional emphasis on economic growth and developmental communication towards achieving an informed citizenry as outlined in the Tshwane Vision 2055. The following is a list of the second generation of catalytic projects in line with the Tshwane Vision 2055 Outcomes which will be discussed in detail in the final 2014/15 IDP review:

**Table 6.2: Second Generation of Catalytic Projects**

<b>Tshwane Vision 2055 Outcome</b>	<b>2nd Generation of Catalytic Projects</b>
<b>Outcome 1:</b> A resilient and resources efficient City  <b>Outcome 3:</b> Quality Infrastructure Development that Supports Liveable Communities	<b>Spatial restructuring</b> <ul style="list-style-type: none"> <li>– Remaking the Capital City (consolidated interventions from 1st generation)</li> <li>– Power station rehabilitation</li> <li>– Light Rail</li> </ul>
<b>Outcome 2:</b> A growing economy that is inclusive, diversified and competitive	<b>Economic Growth</b> <ul style="list-style-type: none"> <li>– Tshwane SMME Fund</li> <li>– Capital East</li> </ul>
<b>Outcome 1:</b> A resilient and resources efficient City  <b>Outcome 3:</b> Quality Infrastructure Development that Supports Liveable Communities	<b>Environmental sustainability</b> <ul style="list-style-type: none"> <li>– Renewable energy drive programme</li> <li>– Free w-fi</li> </ul>
<b>Outcome 5:</b> An African Capital City that Promotes Excellence and Innovative Governance Solutions  <b>Outcome 4:</b> An equitable city that supports human happiness, social cohesion, safety and healthy citizens	<b>Innovative governance and Financial sustainability</b> <ul style="list-style-type: none"> <li>– Balance sheet restructuring</li> <li>– Public property management</li> <li>– Alternative infrastructure funding</li> <li>– Enhancing sustainability of the Tshwane Market</li> <li>– Temba Call Centre</li> <li>– Integrated Command Centre</li> </ul>
<b>Outcome 6:</b> South Africa's Capital with an Active Citizenry that is Engaging, Aware of their Rights	<b>Facilitating Citizenry Access to Information</b> <ul style="list-style-type: none"> <li>– Developmental Communication</li> </ul>

The sections below discuss the Tshwane Vision 2055 Outcomes in relation to the “first generation of catalytic projects”, high-level IDP 2014/15 outputs in support of Tshwane Vision 2055 and the proposed actions for the medium term.

## Outcome 1: A resilient and resource efficient City

*“To achieve its long term goals the city needs to ensure financial and environmental resilience. This is necessary in the light of the shocks and changes within global and regional context and should be balanced with maintaining or improving the city’s performance.”*

The outcome focuses on provision of green infrastructure in provision of basic services and transportation, safeguard its water and energy security in a manner that protects the natural environment. Some of the programmes that the city is pursuing include demand-side management for water and energy, reduction of waste to landfill sites, expanding on the roll-out of non-renewable energy infrastructure and smart infrastructure technologies.

The table below outlines the City’s catalytic projects that support Outcome 1.

1 <sup>st</sup> generation of catalytic projects supporting the Outcome- progress and plans for 2014/15
<b>Tshwane Rapid Transit:</b> The City is currently rolling out the Tshwane Rapid Transit system infrastructure between the CBD and Hatfield. By the end of the 2013/14 financial year, the City will have completed 6.5 km of TRT bus-way lanes with the provision of other infrastructure such as 4 trunk stations, a depot and 30 feeder stops. This will set the City well in target of launching the first phase of TRT operation by August 2014. In the 214/15 financial year, the next phase of TRT infrastructure roll out will commence and at the same time, monitoring of improved TRT bus service usage will be monitored in phase 1.
In line with the TRT development, the City is also rolling out <b>non-motorised transport infrastructure</b> in the inner city to connect to the TRT routes and as part of inner city regeneration. Work commenced during the beginning of 2013/14 financial and it is anticipated 7km of non-motorised/pedestrian will be completed by the end of 2013/14 with 9km planned for 2014/15.

### High-level draft 2014/15 IDP deliverables to support the Outcome

The high level deliverables for this Outcome are supported by the following strategic objective/s:

#### Strategic Objective 1: Provide Sustainable Services Infrastructure and Human Settlement Management

#### Strategic Objective 2: Promote Shared Economic Growth and Job Creation

#### Strategic Objective 3: Ensure Sustainable, Safer Cities and Integrated Social Development

- Open space planning initiatives of the City will continue with 12 parks earmarked for development and upgrading;
- 4 waste to energy projects will be implemented by the City in 2014/15 with the separation at source initiative rolled out to more areas;
- Improving the ‘green’ status by retrofitting municipal buildings;
- Improving of waste management facilities the city own;
- Improved management and access to the City’s landfill sites;
- Continued roll out of TRT infrastructure to connect the CBD and Hatfield to complete Phase 1A of the project. The planned capital outputs will include 11,1km of bus way lanes, 12 trunk stations and 41 feeder stops for 2014/15;

- Linked to the roll out of TRT infrastructure is the roll out of non-motorised transport infrastructure - 24.6km of non-motorised transport facilities are planned 2014/15;
- Improving the efficiency of the Tshwane Bus Service to improve public transport;
- The City plans to reduce unaccounted for electricity not to exceed 10% in 2014/15 as a contribution to reducing the carbon footprint (supporting the outcome on resilience);
- Rollout of smart prepaid electricity meters;
- Non-revenue water will be reduced from 24.05% to 23.55% with a 0.15% reduction of total water losses through water infrastructure upgrading and outreach programmes; and
- To increase the number of households with access to electricity, more than 16 200 households will be connected to electricity.

The city will also complete and rollout key infrastructure projects across the city, ranging from the upgrading of Maunde and Simon Vermooten Roads, upgrading of gravel roads and the upgrading of waste water treatment works.

### Proposed Medium Term Actions

City departments will continue planning for supporting the strategic actions in the medium term. Some of this will result in the delivery of projects and programmes in subsequent IDP processes.

**Table 6.3: Strategic Actions Outcome 1**

Tshwane 2055 Strategic Actions	Supporting Actions for 2014-16 IDP
<b>Climate change</b>	<ul style="list-style-type: none"> <li>– Set targets for all sustainability indicators, e.g. municipal buildings/facilities for retrofit and energy efficient lighting</li> <li>– Implement green buildings policies through town planning approval</li> <li>– Consolidate and implement waste to energy PPP projects</li> </ul>
<b>Open space planning</b>	<ul style="list-style-type: none"> <li>– Implement Open Space System Plan by guiding development planning decisions</li> <li>– Implementation of the 2 parks per ward programme and continue with the greening of sports facilities</li> </ul>
<b>Water and waste management</b>	<ul style="list-style-type: none"> <li>– Set a target on number of households separating at source</li> <li>– Water demand and water conservation programme (managing water losses)</li> <li>– Development and implement a new model of waste management delivery</li> <li>– Complete upgrading of WWTW Ekangala, Rooiwal and Temba</li> </ul>
<b>Spatial modelling</b>	<ul style="list-style-type: none"> <li>– Develop 3D model for the spatial vision for the City</li> <li>– Quantification of infrastructure backlogs</li> </ul>
<b>Urban development</b>	<ul style="list-style-type: none"> <li>– Inner city planning (derelict by law for the inner city)</li> <li>– Target on amount of investment for inner city regeneration</li> <li>– Consolidate the Inner City Regeneration project through setting of targets</li> <li>– Development of a social pact with all stakeholders</li> <li>– Monitoring of public investment in the Inner City</li> </ul>
<b>Transit Oriented Development</b>	<ul style="list-style-type: none"> <li>– Land value capture along key strategic areas</li> <li>– Set density targets for the complete TRT route for the mayoral term</li> <li>– Value of public sector investment and private sector investment along TRT routes</li> </ul>



Tshwane 2055 Strategic Actions	Supporting Actions for 2014-16 IDP
<b>Reducing carbon foot print</b>	<ul style="list-style-type: none"> <li>– Set targets for the decade re: carbon footprint</li> <li>– Develop a sustainability index</li> </ul>
<b>Infrastructure upgrading</b>	<ul style="list-style-type: none"> <li>– Prioritise areas of investment to reduce the average age of infrastructure (measure of asset management plan)</li> <li>– Provide adequate budget for maintenance of infrastructure including roads</li> <li>– Address 5 year and current infrastructure backlogs</li> <li>– Roads</li> <li>– Electricity and</li> <li>– Water and sanitation</li> </ul>
<b>Energy</b>	<ul style="list-style-type: none"> <li>– Electricity meter roll out programme – smart meters to all households (set targets)</li> <li>– Refurbishment of existing power station</li> <li>– Photovoltaic (PV) power generation and encourage local production of the photovoltaic and solar water equipment through PPP's</li> </ul>

## Outcome 2: A growing economy that is inclusive, diversified and competitive

*“By 2055 Tshwane will be an **inclusive, diversified and competitive economy** that is highly productive, and labour absorbing which simultaneously creates an entrepreneur-driven base and overcomes structural barriers to the entry of the youth into the economy. The future economy should acknowledge both the formal and informal sector, build private and public partnerships and be driven by a world-renowned knowledge-economy. The foundation of this economy will be built on doing no harm to the environment through promoting the green economy.”*

The city aims to promote the knowledge-economy and to leverage on centres of knowledge that are within its space while it harnesses on its strategic location in the national and international markets and to grow its share in the agriculture and tourism sectors of the economy.

Whilst this is pursued, a number of incubation programmes to support the SMMEs in areas such as construction, the automotive sector and light manufacturing are implemented. In this area the focus is on the previously disadvantaged areas of the city – Ga-Rankuwa, Atteridgeville and Mamelodi.

The table below outlines the City’s catalytic projects that support Outcome 2.

1 <sup>st</sup> generation of catalytic projects supporting the Outcome- progress and plans for 2014/15
<ul style="list-style-type: none"> <li>– <b>Strategic Land Management:</b> The City has consolidated the management of strategic land parcels in order to ensure that land value can be captured and in turn drive economic development. The project also aims to ensure that strategic land for public investment is available.</li> </ul>
<ul style="list-style-type: none"> <li>– Spatial restructuring projects with economic benefits include government boulevard, West Capital, Africa Gateway (which houses TICC, Symbio City) Tshwane House and <b>Rainbow City</b> in the Zone of Choice are advancing. For an example, in 2013/14 the City commenced with its iconic development of <b>Tshwane House</b>— the future headquarters of the City. During early 2013/14 financial year, the former Munitoria building was demolished. By March 2014, bulk earth works began which will mean that without interruptions this iconic structure will be completed by 2016</li> </ul>

#### 1<sup>st</sup> generation of catalytic projects supporting the Outcome- progress and plans for 2014/15

- The development of **Rainbow Junction** in the Zone of Choice is still at its infancy stages although much of the inception work has taken place. The City is currently engaging with DBSA regarding possible funding of bulk infrastructure within the zone of choice. Water Use Licence (WULA) has been approved to do drilling in Apies River for bridge foundation investigation and a bridge design to be completed after geo-tech report subject to the approval of the WULA application for the proposed bridge.
- Similar to the above projects, progress on the West Capital project has been realized. Post the launch of the project a number of technical & administrative activities have taken place. Among these is the agreement on the social housing development as part of the project which is supported by the Schubart Park conversion; development of urban design framework for the precinct and the registration of the notarial lease. Within the immediate future (2013/14), tenants requirements for the development will be finalized and building plans will be submitted to the City for consideration and approval.
- The proposals on the development of Africa Gateway which house the proposed Tshwane ICC and Symbio City are still alive. Despite the delays on the 2003 signed agreement to develop the precinct, the City was recently approached by DIRCO for the provision of accommodation of AU and UN. Currently the City is engaging with DIRCO to finalise the Memorandum of Understanding which will culminate into the signing of legal contract between the parties.
- Similarly, a feasibility study on the Tshwane ICC is under way. This will be concluded within the 2013/14 financial year.

Moving forward, the City has identified a need to develop policies on incentive investments particularly on PPP/concession based projects. Investment incentives will assist development projects. For an example R900bn bulk infrastructure to be developed by private investors and recouped through incentives from CoT over a period of time.

#### High-level draft 2014/15 IDP targets to support the Outcome

The high level deliverables for this Outcome are supported by the following strategic objective/s:

#### **Strategic Objective 1: Provide Sustainable Services Infrastructure and Human Settlement Management**

#### **Strategic Objective 2: Promote Shared Economic Growth and Job Creation**

- To sustain investment attraction in the City, key infrastructure will be rolled out in economic nodes;
- The City will commit to facilitate R1.8bill of economic investment attraction to the City. Part of this will be done through aggressive strengthening local and international relations with governments and business;
- Strategic land management will be a focus in 2014/15 with identified land parcels earmarked for strategic investment ;
- More than 10 000 SMME and entrepreneurs will be supported by the City through skills training, business development and linking to the markets;
- The city will ensure a more coordinated business support programme for informal traders;
- The city will expand its free wi-fi service to improve business competitiveness and support to youth; and

- At least 41 750 new income earning opportunities will be created through the City's facilitation processes (Programmes such as Vat Alles and Tshepo 10 000).

### Proposed Medium Term Actions

City departments will continue planning for supporting the strategic actions in the medium term. Some of this will result in the delivery of projects and programmes in subsequent IDP processes.

**Table 6.4: Strategic Actions Outcome 2**

Tshwane 2055 Strategic Actions	Proposed Supporting Actions for 2014-16 IDP
<b>Investment attraction and retention</b>	<ul style="list-style-type: none"> <li>– Achieve target on investment attraction</li> <li>– Active role of TEDA in economic investment attraction as guided by the SLA</li> <li>– Strategic international investment attraction to be pursued in line with the national and CoT bilateral agreements (IGR Coordination)</li> <li>– Understanding the cost of doing business in the City – can we measure?</li> <li>– Built Environment regulations and turnaround times to support investment (improve turn-around times for building plan approval)</li> <li>– Create an enabling environment to support R&amp;D and commercialisation of innovation</li> </ul>
<b>Informal sector mobilisation</b>	<ul style="list-style-type: none"> <li>– Implementation of the informal sector support programme as part of the inner city redevelopment</li> </ul>
<b>SMME support</b>	<ul style="list-style-type: none"> <li>– Number of SMME's trained and supported</li> <li>– Implement an SMME support programme</li> <li>– Number of SMME's linked to business opportunities and skills development</li> </ul>
<b>Rural development</b>	<ul style="list-style-type: none"> <li>– Rural development strategy to be developed</li> </ul>
<b>ICT to support growth</b>	<ul style="list-style-type: none"> <li>– Continue with broadband roll out as per the project plan</li> </ul>
<b>Youth labour absorption</b>	<ul style="list-style-type: none"> <li>– Implementation of Tshepo 10 000 and other job creation initiatives</li> <li>– Integration of youth employment projects into the City's recruitment and procurement processes</li> <li>– M&amp;E of youth development interventions (youth bulge planning)</li> </ul>
<b>City's Competitiveness</b>	<ul style="list-style-type: none"> <li>– Economic infrastructure to effectively collaborate and contribute to regional economic development and to attract new investment for the benefit of the region</li> <li>– CIF to consider the economic benefits of infrastructure investment to retain investment (Planning)</li> </ul>
<b>Increase tourists visiting the City and improve IICA ranking</b>	<ul style="list-style-type: none"> <li>– Quantify the baselines for tourism in CoT</li> <li>– Concretise deliverables for implementation of TICC (lever for business tourism)</li> <li>– Develop tourism strategy with clear actions and timeframes</li> <li>– Investment in tourism infrastructure (identify and list)</li> <li>– Ensure membership in credible tourism bodies to improve the City's ratings</li> </ul>
<b>Job Creation</b>	<ul style="list-style-type: none"> <li>– Continue with the projects and set targets on number of jobs created</li> </ul>

### Outcome 3: Quality infrastructure development that supports liveable communities

*“Towards 2055, the city will provide **quality infrastructure** to ensure the reliability of services provided and that the cost of delivering these services is efficient for both the consumers and the City. The provision of quality infrastructure will promote the development of **liveable communities** where infrastructure development is used as a lever towards social and economic development.”*

The role of local government is to facilitate social and economic development within its area of jurisdiction through, among other means, infrastructure development. Such investments should not only stimulate the economic activity but should also have an impact on liveability at a household level.

As a contribution towards this outcome, the city is working towards an improved mobility and connectivity. While investing in efficient and reliable public transportation, attention is also paid to ensuring spatial reform which can be achieved through the promotion of mixed used transit orientated development, along corridors and economic nodes.

The table below outlines the City's catalytic projects that support Outcome 3.

1 <sup>st</sup> generation of catalytic projects supporting the Outcome- progress and plans for 2014/15	
–	<b>Parks developments in wards</b> has continued to be the key programme led by the Agriculture and Environmental Management department. In the 2013/14 financial year, 15 parks were either upgraded or developed.
–	<b>Roll out of solar water geysers and street lighting:</b> In line with the City's goal of improving access to basic services and improving liveability, the City initiated this project which is currently being rolled-out throughout the city. Since the beginning of the 2012/13 term, street lighting has been improved in various parts of the city through the installation of 3353 street lights. Further, more than 18 000 solar water heaters have been installed by both the City and Eskom. Solar water heater installation will continue in 2014/15 through ESKOM led investment
–	<b>Roll out of refuse bins</b> project is aimed at ensuring equitable access to public goods and services as it relates to waste management. The roll-out of 240 litre bins in exchange for 85 litre bins is underway in a number of townships in the City. Complementary to this, the City continues to expand waste removal services to formal and informal settlements. .

#### High-level draft 2014/15 IDP targets to support the Outcome

The high level deliverables for this Outcome are supported by the following strategic objective/s:

**Strategic Objective 1: Provide Sustainable Services Infrastructure and Human Settlement Management**

**Strategic Objective 2: Promote Shared Economic Growth and Job Creation**

**Strategic Objective 3: Ensure Sustainable, Safer Cities and Integrated Social Development**

- Based on demand and maintenance programme, the city will increase and upgrade its water and sewer network infrastructure to reduce backlog and to meet the demand brought about by new developments;

- 7 informal settlements will be formalised with the other 8 settlements earmarked for proclamation. From these processes, about 8 000 households will benefit from the City's formalisation of informal settlements programme with advances being made to support security of tenure;
- Redevelopment of hostels to liveable residential units is planned in Saulsville, Mamelodi at the tune of about R50m;
- An increase in the number of households in informal settlements accessing rudimentary water, sanitation and waste removal services is planned;
- Stormwater management remains a focus with more than 30 km of storm water infrastructure to be rolled out as per the Masterplan to reduce the risk of flooding;
- Upgrading of roads in proclaimed areas will yield 58.7km of roads with maintenance of existing roads done through the regionalisation of services;
- To improve the sustainability of settlements, social infrastructure will be developed and/or upgraded. These include Zithobeni and New Soshanguve Clinics, Cullinan Library and the continued maintenance and upgrading of sports fields and multi-purpose development centres; and
- City owned Early Childhood Development Centres will continue to be supported. About R6m is planned to upgrade these facilities across the city.

### Proposed Medium Term Actions

City departments will continue planning for supporting the strategic actions in the medium term. Some of this will result in the delivery of projects and programmes in subsequent IDP processes.

**Table 6.5: Strategic Actions Outcome 3**

Tshwane 2055 Strategic Actions	Proposed Supporting Actions for 2014-16 IDP
<b>Strategic Land Parcels Management</b>	<ul style="list-style-type: none"> <li>– Strategic land management (set target or programme)</li> <li>– On-going monitoring of land supply-demand for social and economic investment</li> </ul>
<b>Formalisation of informal settlements</b>	<ul style="list-style-type: none"> <li>– Upscale the programme to meet the 2011/16 IDP targets</li> <li>– Development of a baseline for rudimentary services provision</li> <li>– Coordinated grant management to support settlement upgrading</li> </ul>
<b>Social Investment</b>	<ul style="list-style-type: none"> <li>– Establishment the status quo for social infrastructure availability and capacity</li> <li>– Capital investment directed to reduce backlogs in social and recreational facilities)</li> <li>– Increase libraries with internet services (Wi-Fi and broadband project)</li> </ul>
<b>Housing provision</b>	<ul style="list-style-type: none"> <li>– Implementation of 5 year IDP targets (CRUs and social housing)</li> <li>– Integrated housing plan</li> </ul>
<b>Urban Agriculture</b>	<ul style="list-style-type: none"> <li>– Investigate inclusion of urban agriculture in the town planning scheme (Planning)</li> <li>– Programme to promote small scale urban agriculture projects to improve food security</li> </ul>

### Outcome 4: An equitable city that supports human happiness, social cohesion, safety and healthy citizens

*"In 2055, Tshwane will have overcome the past that was riddled with inequality, poverty and much of the social challenges that we face today. The remnants of*

*divisions shown by a lack of tolerance between population groups will be replaced by social cohesion where people residing in the city feel that they belong, and participate in its social and economic spheres. Safety, improved health outcomes and healthy living will be achieved through mutual efforts by all who live in the city.”*

The city maintains its commitment to continue focusing on poverty alleviation and safety measures towards achieving a liveable city. The city is working towards achieving universal access to basic services for all its citizens. Further, programmes to support the poor and develop their capabilities will continue to be implemented. A specific focus is given to access to health services and improving health outcomes within the Tshwane health district. Similarly, resources will continue to be employed towards improving safety and ensuring food security among the residents.

The table below outlines the City’s catalytic projects that support Outcome 4.

1 <sup>st</sup> generation of catalytic projects supporting the Outcome- progress and plans for 2014/15	
–	<b>Safer City initiatives:</b> in 2012/13 the City initiated the recruitment and training of Tshwane Metro Police officers towards increasing the number of TMPD officers by 2000 during the current term of office. This project is aimed at turning around the Metro Police and improving police visibility as part of our agenda to fight crime and by-law enforcement. In 2014/15 onwards, the City will deploy the trained officers throughout the seven regions of the City. Financial allocation to ensure the officers are able to carry their duties has been made

### High-level draft 2014/15 IDP targets to support the Outcome

The high level deliverables for this Outcome are supported by the following strategic objective/s:

### Strategic Objective 3: Ensure Sustainable, Safer Cities and Integrated Social Development

- The social support programmes of the City are proposed for continuation. The City plans to register 6 000 households to the indigent register. These households will be the beneficiaries of the City’s indigent policies including accessing free basic services and accessing EPWP job opportunities.
- To improve the health outcomes of the citizens, 4 healthy living initiatives are planned through all the regions of the City. Advances are still being made to reduce the number of new HIV infections and the manage HIV infections, this being done through testing of pregnant women and roll out of PMTCT programme;
- Improved public lighting and streetlights are one of the ways to improve safety about 4 000 new public lights will be installed;
- On the other hand, coordinate police interventions are planned to prevent and reduce crime levels in the City. A large part of this will be done through the deployment of TMPD officers in all the wards of the City to increase police visibility;
- Further rollout of CCTV cameras create a safer city;
- Strengthen the City’s programmes in the fight against drug and substance abuse; and
- To respond to climate change, the City will intensify education and awareness programmes to reduce fire and rescue incidents. Further, a fire station is planned for refurbishment in Heuweloord in 2014/15 at a cost of R20m, this with

the recruited personnel will improve the effectiveness of emergency response teams to fire and rescue incidents

### Proposed Medium Term Actions

City departments will continue planning for supporting the strategic actions in the medium term. Some of this will result in the delivery of projects and programmes in subsequent IDP processes.

**Table 6.6: Strategic Actions Outcome 4**

Tshwane 2055 Strategic Actions	Proposed Supporting Actions for 2014-16 IDP
<b>Vulnerable groups support</b>	<ul style="list-style-type: none"> <li>– Social assistance to indigents (register for FBS and exit strategy)</li> <li>– Dedicated focus to support elderly people and senior citizens with health care and other necessities – focus programmes on chronic disease and treatment for elderly</li> <li>– Improving accessibility and creation of walkways sensitive to the needs of people with disability, women and elderly</li> <li>– Address drugs and substance abuse, teenage pregnancy, gender-based violence among others – strengthen the local NGO's and action committees</li> </ul>
<b>Community development</b>	<ul style="list-style-type: none"> <li>– Healthy lifestyle promotion</li> <li>– Support HIV/AIDS initiatives throughout the City</li> <li>– Food security programme – review the food bank model and introduces PPP's</li> <li>– Academic Bursary support to the need and deserving students</li> <li>– Facilitate walking/cycling access to neighbourhood schools, library facilities, sporting and recreational facilities</li> <li>– Ensure family-oriented communities are developed - role for social workers in creating awareness and support for families</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>– Ward deployment programmes to deal with issues of safety of families, children and youth – deployment of 10 officers per ward</li> <li>– Investment in infrastructure such as lighting</li> <li>– Crime and safety programmes through coordinated campaigns with partners – social crime prevention with schools and communities in partnership with business</li> <li>– Disaster management planning for climate change – awareness campaigns on fire safety, floods and sinkholes</li> </ul>
<b>Vulnerable groups support</b>	<ul style="list-style-type: none"> <li>– Social assistance to indigents (register for FBS and exit strategy)</li> <li>– Dedicated focus to support elderly people and senior citizens with health care and other necessities – focus programmes on chronic disease and treatment for elderly</li> <li>– Improving accessibility and creation of walkways sensitive to the needs of people with disability, women and elderly</li> <li>– Address drugs and substance abuse, teenage pregnancy, gender-based violence among others – strengthen the local NGO's and action committees</li> </ul>

### Outcome 5: An African Capital City that promotes excellence and innovative governance solutions

*By 2055 Tshwane will be a beacon of **excellence and innovation** through capitalising on the knowledge base that exists in the city and partnering with the institutions of knowledge to develop innovative solutions to challenges faced by the*

*city while we strengthen our financial base through sound financial management. Our realisation that the city-government alone does not have all the solutions to the problems that society faces, will lead us to develop **strong partnerships** with communities who are our developmental partners and they will be afforded an opportunity to fully take part in governance and development matters of the city.*

To deliver on it's this outcome; the city will continue to ensure that it attracts the right skills and improve its human resources policies and practices to "ignite excellence." While this is done, the city is strengthening the involvement of citizens in the planning and budgeting processes. The 2014/15 IDP and Budget development processes is based on the needs of the communities and steps have been taken to respond to every community issues raised through legitimate processes.

The table below outlines the City's catalytic projects that support Outcome 5.

1 <sup>st</sup> generation of catalytic projects supporting the Outcome- progress and plans for 2014/15	
–	<b>Security of Revenue</b> Project entails a full roll-out of smart electricity meters throughout the city. The project is aimed at restructuring the City's financial and operating model to improve cash flow and to protect and increase revenue and create capacity to invest in more development through an enhanced balance sheet. Further, the project will allow for strengthening of demand-side management of electricity to ensure energy security in the city. To date, the City has signed a memorandum of understanding with a service provider through which the project will be implemented.
–	To support the above, the City is also undertaking a <b>balance sheet optimisation</b> exercise which is aimed at improving the financial position of the City. Some of the areas identified to assist with this include: containment of employee related costs, exploring alternative funding for infrastructure projects, increase in revenue collection and identification of alternative revenue streams. The 2014/15 budget and beyond will be characterised by an increased in saving which will be used to fund some of the key projects of the City in future.

### High-level draft 2014/15 IDP targets to support the Outcome

The high level deliverables for this Outcome are supported by the following strategic objective/s:

**Strategic Objective 4: Promote Good Governance and Active Citizenry**

**Strategic Objective 5: Improved Financial Sustainability**

**Strategic Objective 6: Continue Organisational Development, Transformation and Innovation**

- The City acknowledges the need to improve its financial position. This is also supported by the bold commitment to achieve an unqualified audit for 2013/14 with no finds on laws and regulations;
- Functioning of the oversight committees will continue to be ensured. This is to ensure that the governance model is fully implemented and functional;
- Training of ward committee so that they can fulfil their legislated functions is still the focus for the financial year. At least 80% of all ward committee members will be trained on one or more skills needed to perform their duties;
- Improving oversight of ethics and integrity through the appointment of an Ethics and Integrity committee;



- Attraction of highly skilled personnel and training of staff will be a focus for the financial year. This will be done against a backdrop of satisfying the policy objectives of improving the equity levels among employees; and
- Roll out of the broad band infrastructure with 400km and connecting additional 400 Wi Fi sites throughout the city to increase access for our communities to free internet services.

### Proposed Medium Term Actions

City departments will continue planning for supporting the strategic actions in the medium term. Some of this will result in the delivery of projects and programmes in subsequent IDP processes.

Table 6.7: Strategic Actions Outcome 5

Tshwane 2055 Strategic Actions	Proposed Supporting Actions for 2014-16 IDP
<b>Strategic management</b>	<ul style="list-style-type: none"> <li>– Alignment of risk processes to the planning and budget processes to inform decision making</li> <li>– Conceptualisation of programmes supported by projects in line with strategic actions of TV2055 and linked to budget</li> <li>– Identification of interdependencies to improve planning</li> <li>– Adherence to legislated processes guiding planning and budgeting</li> <li>– Approval of BEPP</li> <li>– Identification of areas prone to corruption and reduce the current corruption rates</li> </ul>
<b>Improved oversight</b>	<ul style="list-style-type: none"> <li>– Improve the functioning of oversight committees</li> <li>– Improve implementation of recommendations of the oversight committees</li> </ul>
<b>Financial management</b>	<ul style="list-style-type: none"> <li>– Sustainable procurement</li> <li>– Revenue enhancement (tariff strategy, e-smart solutions)</li> <li>– Set target on credit rating</li> </ul>
<b>Leadership development</b>	<ul style="list-style-type: none"> <li>– Human capital management</li> <li>– Ethical standards</li> <li>– Induction and training of staff</li> </ul>

### Outcome 6: South Africa's Capital with an activist citizenry that is engaging, aware of their rights, and presents themselves as partners in tackling societal challenges

*"Our success within the city region is determined by our ability to define our role within the Gauteng city-region and to harness the opportunities that this institution presents. Tshwane will be a key player within the city region and will realise that challenges, ideas and solutions do not know municipal boundaries. Our position in terms of our role and the role of our stakeholders will allow for the support of citizens to be aware of their Constitutional rights yet become full **participants** in fulfilling their responsibilities as citizens of the city, demonstrated by their action in tackling issues faced by the city and seizing the opportunities granted by the growth of the city."*

To achieve this outcome, the city will strengthen efforts towards collaboration with communities, civic society and other extra-parliamentarian organs to ensure that the rights of the citizens are realised in line with the objects of all spheres of government. Part of this work will include a continuation of strengthening the ward committee system of local government by capacitating and collaborating with this structure.

### High-level draft 2014/15 IDP targets to support the Outcome

The high level deliverables for this Outcome are supported by the following strategic objective/s:

### Strategic Objective 4: Promote Good Governance and Active Citizenry

- To bring government close to the people, the implementation of the regionalisation model will continue. The regions will continue to be a first point of contact for communities to access services;
- The implementation of the regional plans as tabled with the IDP will be a confirmation of strengthening participative planning and budgeting.

### Proposed Medium Term Actions

City departments will continue planning for supporting the strategic actions in the medium term. Some of this will result in the delivery of projects and programmes in subsequent IDP processes.

Table 6.8: Strategic Actions Outcome 6

Tshwane 2055 Strategic Actions	Proposed Supporting Actions for 2014-16 IDP
<b>Improve participatory mechanisms</b>	<ul style="list-style-type: none"> <li>– Strategic targeting of civil society to participate in the development processes of the City</li> <li>– Explore mechanisms to engage with non-traditional stakeholders in the City's processes through use of media and technology</li> <li>– Regional IDP and ward based planning</li> <li>– Enhance the community participation in planning processes by responding to the needs identified (dedicated budget for 3 issues per ward)</li> </ul>
<b>Gender sensitive society</b>	<ul style="list-style-type: none"> <li>– Defining targets around gender issues</li> <li>– Gender mainstreaming</li> </ul>
<b>Intergovernmental alignment</b>	<ul style="list-style-type: none"> <li>– IGR advocacy and lobbying</li> </ul>
<b>Promote right to the City</b>	<ul style="list-style-type: none"> <li>– Continue with implementing the language policy of the city</li> <li>– Citizens awareness of legal rights (Legal)</li> </ul>

## Conclusion

The projects that are outlined in this chapter are key contributors towards the long term outcomes of the City. Although some of these projects will be implemented in the long term, the City has already developed plans that will ensure implementation of these. Key to the development of most of the identified projects is the provision of

bulk infrastructure to support implementation. In the medium to long term, allocation of resources to provide for this infrastructure will be among the focus areas of the City.

## 7. SPATIAL DEVELOPMENT FRAMEWORK

### Introduction

The Tshwane Metropolitan Spatial Development Framework (MSDF 2012) was adopted by Council in June 2012. As a municipal statutory requirement serving as one of several municipal sector plans that are a component of the IDP, the focus for the relevance of the chapter will be on the spatial directives and guidelines, intended spatial outcomes, spatial targeting for unlocking investment in strategic localities and analysis of the capital expenditure from a spatial perspective. This chapter discusses the city's restructuring elements as well as significant national projects aimed at reversing the apartheid spatial form.

Tshwane's spatial vision is to become a "*Spatially Efficient Capital City that is Sustainable, Competitive and Resilient.*" The rationale for the spatial restructuring elements is to ensure that the Spatial Development Framework is implemented through programmes and projects of the City.

### Spatial Restructuring Elements of the City

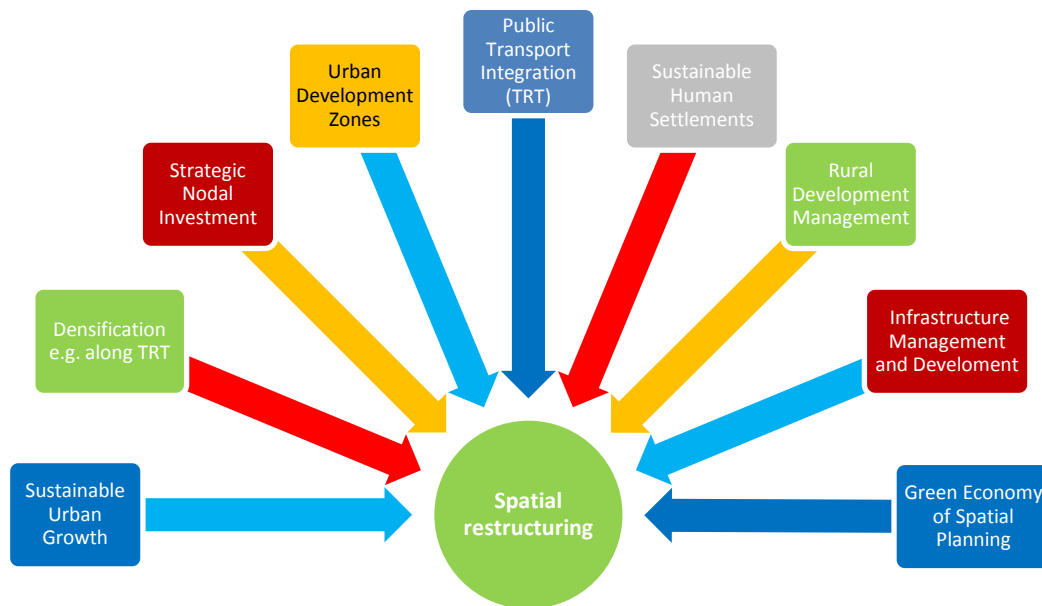
The City of Tshwane covers an area of 6260 km<sup>2</sup> and due to its vastness it is characterized by:

- Low density sprawl, which is based on an anti-urban ethic of the free-standing house on a plot (In the case of lower income housing this means housing estates generally located on the periphery);
- Fragmentation, which means that the 'grain' of development is coarse, with isolated (introverted) pockets (or cells) connected by roads (and freeways) and frequently separated by buffers of under-utilised open space; and
- Separation of functions, which means that land uses, public facilities (urban elements), races, income groups are all separated by great distances.

To reverse this and to ensure the implementation of the Tshwane Vision 2055 within the short term, the City has identified 8 spatial restructuring elements that will assist in the achievement of the desired spatial form. Combined, the spatial restructuring elements are anchored on smart growth principles which guide development such that resources and services are provided to meet the demands of the affected population over the long-term whilst ensuring efficient, optimal and sustainable development of the physical environment.

These 8 spatial restructuring elements are depicted in the diagram below

**Figure 6.1: Spatial Restructuring elements of the city**



The spatial restructuring model acknowledges that the most efficient urban form is compact, with mixed land-use and an extensive public transport network that includes high intensity movement corridors, with attractive environments for walking and cycling. This is in line with the core principles of the approved Metropolitan Spatial Development Framework of the City of Tshwane which promotes:

- higher density urban development;
- greater mixing of compatible land uses; and
- focused concentration of high-density residential land uses and intensification of non- residential land uses in nodes, around transit stations.

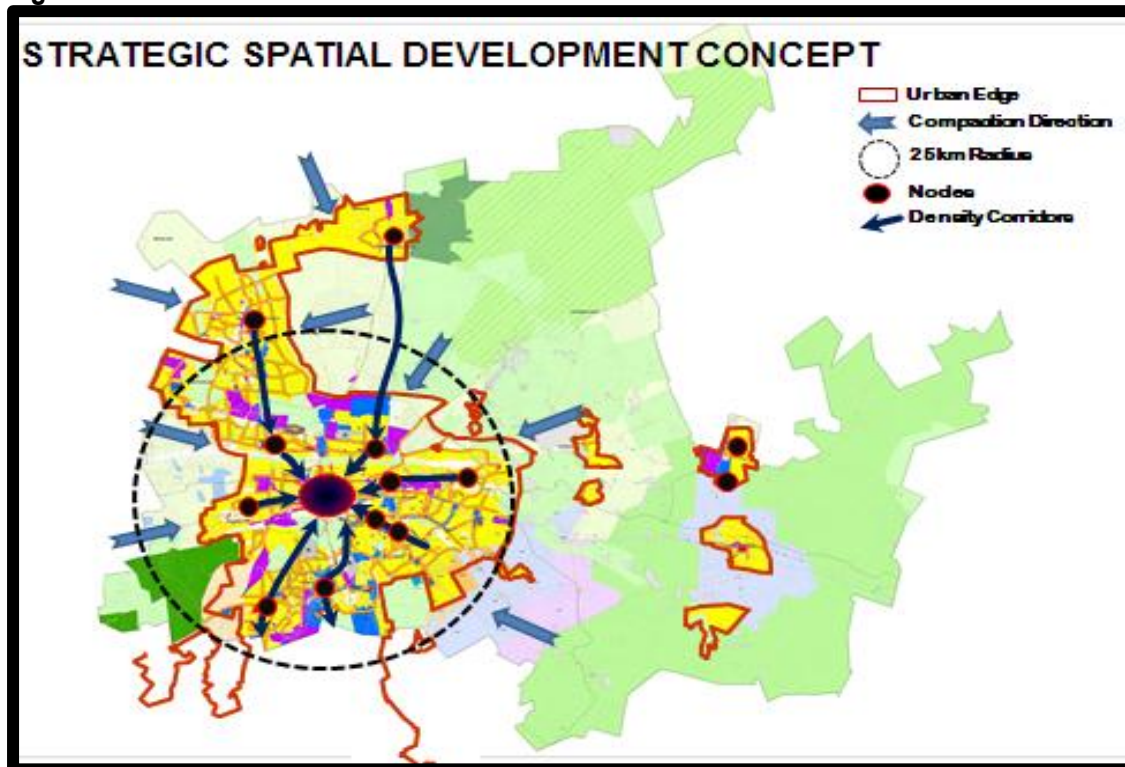
### **Sustainable Urban Growth**

To ensure that the growth of the city is sustainable, an urban edge of the city has been identified and high impact and intense investment is to be contained within the edge. The containment of growth within the urban edge seeks to valuable environmental areas, which would otherwise be compromised by urban growth, and promoting the use of existing infrastructure through urban renewal, infill development and densification within the edge, thus achieving development that is sustainable. The spatial concentration of communities through densification will allow for a more efficient use of social facilities and infrastructure. The urban edge thus informs the municipal budget preparation for the allocation of projects within the theoretically drawn line of no further development with the objective of curbing sprawl.

The management of the urban edge of the city is supported by the identification of future urban areas where suitable for urban development in the short to medium future can be promoted. These areas are identified based on need (development pressure, logic of an area to expand and being in line with growth management principles of compaction, densification and infill. The availability of services /

infrastructure, environmental sensitivities and geological conditions are another key consideration in determining the growth management boundary.

Figure 7.2: Sustainable Urban Growth



In the short-medium term the key focus areas for development should be contained within the 25km radius from the Capital Core (CBD). The rationale is based on sustainable principles, which seek to improve efficiency and maximum utilization of available resources. The following key considerations should be applied:

- where development already exists a maintenance development strategy should be applied in the periphery areas in support of developing sustainable human settlements. This entails provision of new infrastructure where required as well as eradication of service backlogs; and
- provision of social infrastructure should be primarily focused on nodal areas in form of multi-purpose centre catering for health, educational, safety and security, customer care centre, emergency facilities as well as other state services prescribed to be provided for the benefit of serving larger communities.

Development should also be contained within the growth management zones as identified in the RSDFs. This means containing growth within the demarcated urban edge area with primary focus in localities where infrastructure already exists.

## Densification

The functionality of the TRT system needs to be supported by mixed use and compact urban form. Similar to the spatial planning of areas around the Gautrain and other modal interchange areas of the city, the roll-out of TRT infrastructure will be coupled by the increase in land use rights to support densification along the corridors and infrastructure hubs. By encouraging the optimal development of transit hubs and corridors across the city, the spatial form will give households better access to well-located accommodation, jobs and markets due to the high cost of providing bulk infrastructure in low density areas, urban sprawl should be discouraged.

It is imperative that available infrastructure within the nodes are used optimally. This requires densification and intensification of land uses through compaction and infill developments. Transit-oriented development will optimise the potential and infrastructure capacity of nodes while combating urban sprawl through movement between and connectivity of focus areas of development. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work and that public transport is safe, reliable, affordable and energy efficient.

## Strategic Nodal Investment

Application of the Densification and Compaction Strategy around nodes and corridors towards achieving the MSDf intended outcomes. Towards realizing spatial transformation Human Settlement Development should be focused in nodes and corridors. With the implementation of the Tshwane Rapid Transport (TRT) network, short, medium and long-term priority corridors for densification should be packaged detailing specific localities, various types of mixed land use yield, socio-economic infrastructure requirements and costing thereof. It is within these corridors that various income group housing typologies should be introduced in support of densification principles with supporting socio-economic infrastructure, livable spaces such as public parks, public arts, accessibility to pedestrian walk-ways, cycle paths among others. Some of the key nodes where public and private development is focused include:

**Strategic locations for the implementation of 1<sup>st</sup> generation of catalytic projects such as West Capital, Centurion CBD, Zone of Choice (Rainbow Junction), Corridor Development (TRT Line 1)** should be a priority. Included also are the national priority areas which encompass the Inner City Revitalisation, Blue IQ Projects (Rosslyn Automotive Cluster and the Gautrain Stations in Hatfield, Centurion and Pretoria Station)

For the **Development of the North** spatial targeting for impactful development serving regional community interests focus will be nodes such as Mabopane Station, Ga-Rankuwa Nodes (Medunsa/TUT and CBD), Kopanong Station in Soshanguve South, Hammanskraal CBD.

In the **Central east and west of Tshwane**: spatial interventions for sustainable use of available resources will focus in (West) Atteridgeville Station, Saulsville Station linking to Atteridgeville CBD and surrounding localities for infill and densification, whilst the (East) will be infrastructure upgrade and connectivity to the Menlyn Node, and transit oriented development in the Mamelodi transit oriented zones in Eerste Fabrieke, Denneboom, Greenview and around the town centre.

**South of Tshwane**: Olievenhoutbosch node offers opportunity for mixed use development with varying housing densities, whilst the Centurion CBD has a regional relevance anchored by the Gautrain station and the retail and office component.

**The far east of the city** envisions a mega town centre in the far-east and application of the revitalization in the township

areas of Refilwe, Rethabiseng, Zithobeni, Bronkhorstspuit, whilst the rural area requires investment in the agricultural sector.

### **Urban Development Zones**

In order to promote urban renewal and promote employment and job creation in the of South African Cities, the National Treasury introduced the Urban Development Zone tax incentive which seeks to promote the following within the UDZ zones:

The following criteria need to be satisfied for the incentive to be effected:

- the UDZ area needs to be demarcated as such by means of the Council resolution;
- Development of commercial and residential buildings including low cost housing within the designated UDZ;
- The municipality needs to ensure that the UDZ is prioritised for investment and that there are clear plans to promote business, residential development as well a commercial development within the zone;
- Adequate resources should be made available by the municipality to support the regeneration of the UDZ with provision for special tariffs made (where possible) to support the urban development

For the City of Tshwane, the greater part of the inner city has been identified as part of the UDZ. To support this, City Planning and Development has been tasked with coordinating the UDZ. The investment that the City has planned in the Region 3 and specifically in the wards within the inner city will assist in ensuring that the UDZ is supported. However, the City recognises that there are improvements that could be made in implementing the programme. Among these is a need for credible quantification of the City's investment in the zone which will directly support the intentions of the UDZ. Coupled with this is a systematic monitoring of the investment that has been attracted to the zone as well as the value of the tax incentive received within a predetermined timeframe to set the baseline for future developments in the zone.

### **Public Transport Integration**

One of the elements of the spatial restructuring model is investment in public transport integration. The City has already begun with a phased approach in the construction of Tshwane Rapid Transit routes. The first phase of implementation connects the Central Business District (CBD) to Hatfield and will be operationalised during the 2014/15 financial year. In 2014, this phase will be continued with lines connecting the CBD to Rainbow Junction and Mansfield Railway Bridge.

### **Sustainable Human Settlements**

The city is home to many vulnerable groups, with vulnerability exacerbated by poor access to social services. There is a need to target vulnerable individuals and groups, to address their unique needs and circumstances. Some areas within the city are considered vulnerable not only from a safety perspective (e.g. the informal settlements) but also from a security perspective (e.g. the absence of proclaimed



land in informal settlements). To address this, the City has adopted focussed and unwavering sound planning principles which are manifest through projects and programmes in housing and human settlement development over the medium to long term.

One of the key focus areas of the city is the reduction of households living in informal settlements with a focus on promoting security of tenure and restoring dignity through provision of basic services to enable a degree of liveability and sustainability to the City's most excluded. Some of the programmes that support the spatial restructuring element include:

- Development of community residential units in the various townships of the city;
- Upgrading of backyard dwellings through the provincial Department of Housing;
- Development of new social housing assets by the city to accommodate the gap market; and
- Revitalisation of the Inner city and investment in social housing units.

Further, the City is working towards a systematic approach towards the development of social facilities such as community halls, sports and recreation facilities, health facilities and libraries, among others. The intention is to ensure that the backlog of these facilities within human settlements is reduced, as well as to increase accessibility to and utilisation of these. The current funding provided by the city and the grants received such as the Neighbourhood Development Partnership Grant will be effectively used to ensure that the social infrastructure is equitably distributed across the city.

### **Rural Development Management**

The NDP 2030 highlights the importance of rural areas, reminding us that despite population shifts from rural to urban areas, the health and wellbeing of the entire population still depends on rural goods and services- food, water, minerals, energy, biodiversity, natural and cultural experiences, labour and land- and this will become increasingly clear in the next few decades, as resources become more constrained. In the 2014/15 financial year, the City of Tshwane will develop a consolidated Rural Development Strategy aimed management and guiding development in the rural areas of the City. The strategy is intended at not only setting physical planning standards and levels of service for infrastructure but to ensure that strategic economic potential of these areas is understood and investment is promoted.

### **Infrastructure Management and Development**

The key focus of any municipality is to improve access to basic services such as water, sanitation, waste removal and energy. Thus infrastructure is provided to support liveability and to promote economic growth. The City of Tshwane has continued to provide beyond the minimum level of service the basic services to most households in the city. Particular focus on expansion of services to households has taken place since the beginning of the 2011/16 Council term. Further, with attraction of private investment in the City, infrastructure to support economic growth has been

consistently provided in a drive to ensure reliability of services and to retain investment.

However, in light of the fact that the infrastructure of the city is aging in some areas more attention needs to be paid towards provision, maintenance and rehabilitation of bulk infrastructure for water, sanitation and energy as well as maintenance of the roads network of the city. Through the regionalisation model, the City aims to do reactive maintenance of water, electricity, sanitation and roads infrastructure. Even more important, the core service delivery departments of the City have identified areas where proactive maintenance and upgrading of infrastructure needs to take place to support settlement and economic development.

Focus is still paid on the provision of roads and its associated infrastructure to expand the roads network, reduce backlogs and to maintain the current infrastructure within the identified areas of the city.

### **Green Economy of Spatial Planning**

The economy of the City is predominantly carbon based as is the character of South African cities. In order to become sustainable, the South African economy has to decouple from coal and carbon and follow a carbon neutral economy. The Green Economy principles seek to address environmental, economic and social problems in order to create a sustainable long term solution. In order to maintain the level of profits required by big business, new innovative solutions would need to be explored so as to ensure similar or equal product output, with minimal carbon output.

Key areas which relate to sustainable development are renewable energy, green buildings, clean transportation, water management, waste management and land management.

### **Tshwane's Future Spatial Growth**

The MSDP 2012 has captured the above focus areas. This IDP review seeks to confirm the City's spatial focus in line with the MSDP. The intention of this is to ensure:

- planning for restructuring a spatially inefficient City;
- promotion of sustainable use of land resources;
- provision of strategic direction around infrastructure provision;
- provision of guidance towards the creation of opportunities for both rural and urban areas; and
- guidance to developers and investors towards appropriate investment localities.

The overarching principles for spatial development in Tshwane are, as per the National Development Plan:

- spatial justice (equity), through urban restructuring along nodes and corridors
- sustainability and resilience, through optimal use of resources and focused investment of infrastructure
- quality (liveability and image) , through the application of sound urban design principles and renewal and re-development of brownfield spaces

- efficiency, through compaction, densification that supports an integrated movement and connectivity network (transit-oriented development)

Tshwane's spatial vision is to become a Spatially Efficient Capital City that is Sustainable, Competitive and Resilient. The spatial development that speaks to the principles and intended outcomes of this vision is reliant on three primary building blocks:

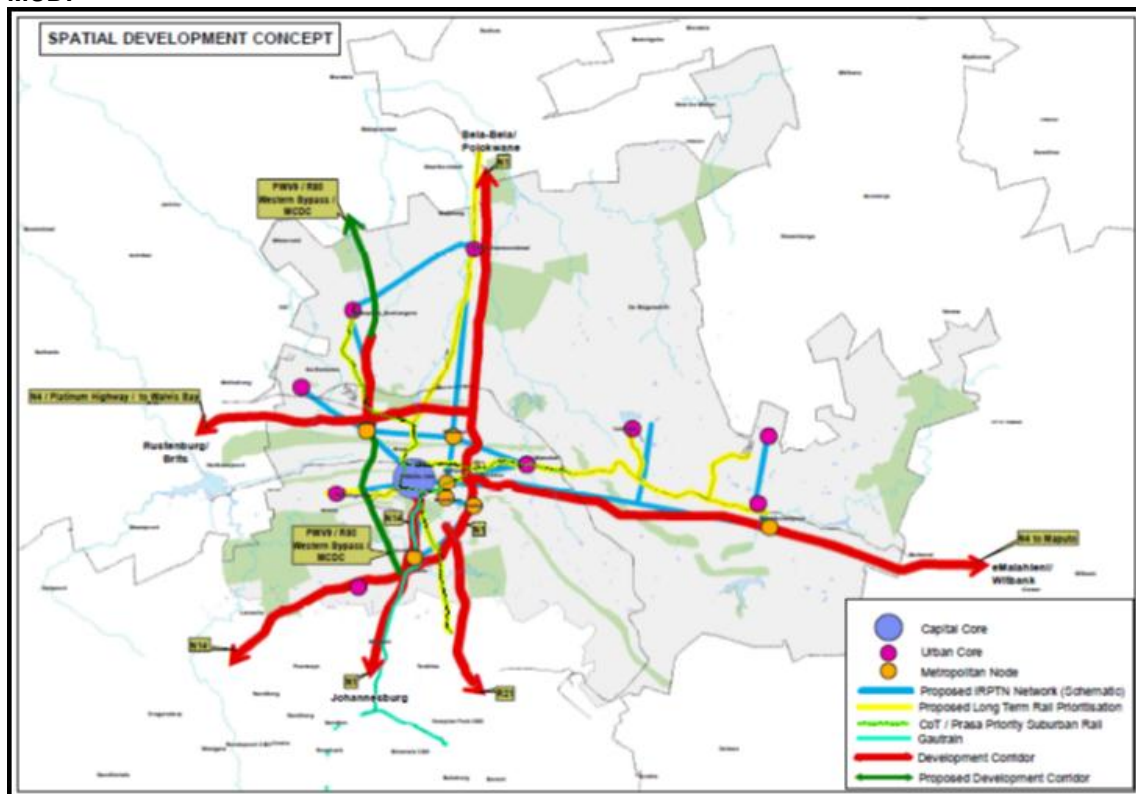
- Nodes and Activity Areas
- Movement and Connectivity
- Environmental Structuring Concept

The desired spatial form for the city includes:

- Improved service delivery through impactful infrastructure investment in strategically located areas of the city;
- Reduced carbon footprint through nodal development;
- Increased investment in the city through improved global liveability rating;
- Reduced pressure on agricultural and conservation land through optimal use of land; and
- Reduced cost of living through as a result of transit-oriented development thus reducing travel time, cost and distance.

The key elements of the MSDF as supported by the outlined spatial restructuring elements as outlined above is depicted in the figure below.

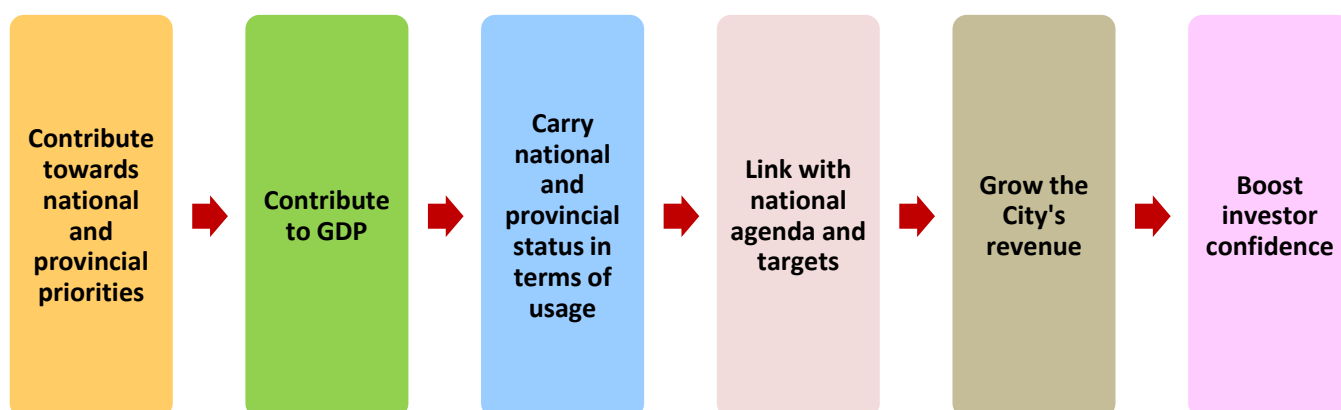
**Figure 7.3: Spatial Development Concept for COT in line with MSDF**



## National Spatial Priorities in Tshwane

Aligning the efforts of local government with those of both the provincial and national spheres from a planning and implementation is crucial in achieving integrated implementation. The key directives from national and provincial plans that guide spatial planning in the city are summarised in the diagram below.

Figure 6.4: Key National Spatial Planning Directives



Some of the key areas within the City have been identified and the City has implemented projects and programmes to ensure that these are developed/supported in line with the national imperatives. The table below categorises these areas and provides details on some of the key programmes/projects that are either implemented or planned for future implementation.

Table 7.1: National Spatial Priority Areas within COT

National Priority	Region	Locality	Action/Programme
Capital Core	3	Government Boulevard	-Public Environment Upgrade -Safety & Security Programme
Metropolitan Node with T.O.D	3	Hatfield	-Infrastructure Upgrade -Infill & Densification
Metropolitan Node with T.O.D	3	Salvokop	-Infrastructure Upgrade -Infill & Densification -Public Environment Upgrade
Gautrain	3, 4	Pretoria Station Hatfield Centurion	-Infrastructure Development -Safety & Security -Public Environment Upgrade
Dinokeng Nature Reserve	2,5, 7	Region 2, 5 and 7 Dinokeng	-Marketing and Packaging of Tourism Product
Knowledge Economy	1,2,3,4,6	Universities Hospitals Research Councils Techno-Industry Centurion Aerospace	-Strengthen Relationship -Safety & Security -Public Environment Upgrade -Linkage with Public Transport System

National Priority	Region	Locality	Action/Programme
National Gardens	3	Pretoria Zoological Gardens	-Strengthen Relations -Public Environment Upgrade -Linkage with Public Transport System & Movement Network

Emanating from the National Development Plan, the Presidential Infrastructure Coordinating Committee has identified Strategic Integrated Projects which seek to achieve the following:

- Increase access to services in response to urbanisation and migration;
- Respond to current and projected economic growth through provision of economic supporting infrastructure;
- Improve spatial development management by controlling sprawl and ensure efficiency in the provision of services;
- Counter spatial fragmentation, improve urban efficiency to achieve effective utility provision and sustained economic growth; and
- Address spatial imbalance through targeted infrastructure investment;

To do this, the PICC identified 17 Strategic Integrated Projects. Two of these Projects are SIP 2: Durban-Free State-Gauteng Logistics and Industrial Sector and SIP7: Integrated Urban Space and Public Transportation Programme; these have a foot print in the City of Tshwane and are discussed below.

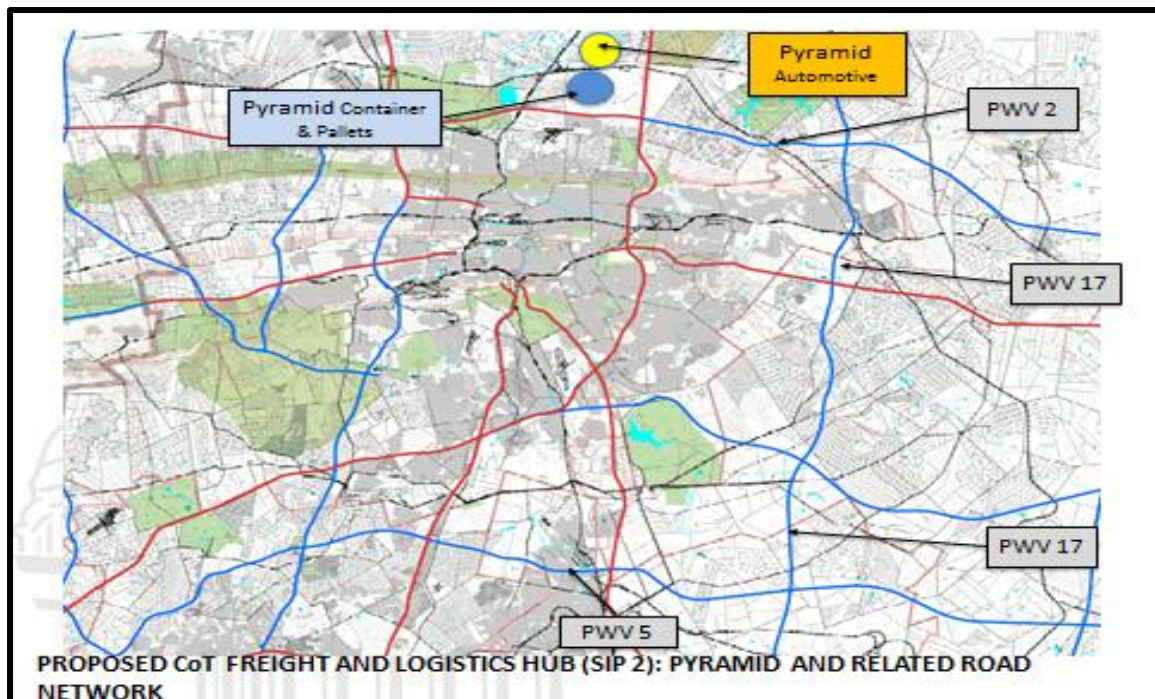
Strategic Infrastructure Projects (SIP) 2 and 7 is to be implemented in the City of Tshwane. The SIPs cover social and economic infrastructure and include catalytic projects that can fast-track development and growth.

### ***SIP 2: Durban-Free State-Gauteng Logistics and Industrial Sector***

The aim of the projects which form part of SIP 2 is to strengthen the logistics and transport corridor between South Africa's main industrial hubs. This will be achieved by investment in ports development —both sea and inland ports and through improving the freight and logistics infrastructure in the identified areas.

To support this project, the City has identified key nodes and road networks which supplement the project. These nodes and networks will need investment to ensure that they are upgraded to support projected economic development towards achieving the national objectives. The map below spatially references the proposed SIP 2 areas in Tshwane as well as the road network to support it.

Figure 7.5: SIP 2: Durban-Free State-Gauteng logistics and industrial corridor



The City has determined the infrastructure investment needed and in particular around freight, there is a need to:

- Identify freight growth nodes;
- Decrease the number of heavy freight vehicles in the CBD;
- Align with Gauteng integrated transport strategies and freight strategies;
- Establish an Light Industrial Hub in the Pyramid precinct to unlock economic growth in Pretoria and to lower logistic costs of freight and labour inputs;
- Align freight intermodal facilities with Transnet's Container Strategy for Gauteng and Durban port developments;
- Provide supporting infrastructure to freight intermodal facilities;
- Provide adequate overload control mechanisms at freight intermodal facilities;
- Provide adequate public transport to the planned freight intermodal facilities and associated developments around it;
- Provide adequate levels of safety and security.

**Freight in the City of Tshwane:** The primary freight generator includes the following:

- Heavy industrial areas (Mittal, PPC and Transnet workshops at Koedoespoort and Capital Park)
- Light industrial areas (small scale manufacturing and warehousing)
- Container terminal(s)
- Fuel tanks (Waltloo)
- Automotive manufactures
- Distribution centers, SAB, ABI Coke Cola and the fresh produce market

Of importance as well is Rosslyn— an inland automotive hub in South Africa with the following characteristics and elements:

- BMW and Nissan motor manufacturers;
- Private container terminals located close to manufactures. The cargo in these containers is directly related to the industry and includes vehicle parts, manufacturing components, chemicals and upholstery;
- Rail access to the motor manufacturers and terminals through the metro network;
- The automotive city provides upmarket offices and conference facilities;
- Samcor (Ford and Mazda) are located in Waltloo and have the same functionality.

The Pyramid rail yard is one of the main freight hubs in the rail network linking the 25 kV network from Thabazimbi and Polokwane to the 3 kV network to Pretoria CBD, Mpumalanga and Sentrarand. The Pyramid yard can accommodate 100 wagon trains destined for the export market.

The last key freight generator is the fuel tank farm in Waltloo. The facility is owned by private operators like, BP, SASOL and Total. Transnet supply fuel through the fuel pipeline from Durban, to the facility. The facility supply fuel to Pretoria CBD and neighbouring regions which include Mpumalanga, Polokwane and North West. Some of the tanks will reach the end of their life cycle in the next to 10 to 15 years. Distribution fuel domestically and to the industry becomes a challenge during peak hour operation. Access to and from N1 and N4 are through residential areas, and therefore this increase the level of risk for incidents.

In summary each of the above freight generating facilities have the following constraints:

- Limited capacity to expand;
- Located in the CBD and in or close to residential areas;
- Limited road access
- Limited rail access;
- Distribution through the CBD during peak hours; and
- In most instances the facilities are old and will reach the end of its life cycle within the next few years.

**Road networks** that fall within the project areas include the following corridors:

- N1 to Polokwane and SADC;
- N4 West to North West and Botswana;
- N4 East to Mpumalanga and Maputo;
- N1, and R21 going South to the rest of Gauteng and coast;
- N14 to Krugersdorp and Cape provinces.



- R101 to Warmbad and Johannesburg;
- R104 to Mpumalanga and R104 and old N4 to North West;
- R573 to Moloto; and
- R55 to Johannesburg

The N1 and R21 carry the most total heavy vehicles and long heavy vehicles. Copper, cobalt, cotton and other products from SADC are transported on N1 through the CBD to the R21 to City Deep or the Port of Durban. The current form is inefficient as most of the road networks to the freight hubs pass through the CBD and residential areas. Further, inefficiencies in the transport system, overloading and supply chain constraints could compromise the SIP 2 within the City. Based on these challenges, the City recognises a need for the development of a freight and logistics strategy and the implementations of logistics infrastructure. Future development and upgrades in the areas that fall within the project areas should ensure that it caters not only for the local economy but the national economy as outlined by the PICC's SIP 2.

#### **SIP 7- Integrated urban space and public transport programme:**

The aim of the programme is to coordinate planning and implementation of public transport, human settlements, economic and social infrastructure to facilitate sustainable urban settlements which are connected by densified transport corridors. The project targets 12 largest urban centres in the country with the City of Tshwane falling among these and already implementing the A Reyeng TRT project which seeks to shorten the time that people travel between work and home while achieving the following:

- Promoting densification with correct yields and housing typologies along the public transit corridors;
- Provide safe, reliable public transport
- Integrating the various modes of transport and improving public spaces through Pedestrianisation

TRT Trunk Routes will have stops at Soshanguve, Rosslyn, Akasia, Rainbow Junction, CBD, Hatfield, Menlyn and Mamelodi. Allocations are made for the implementation of the TRT route in the City of Tshwane 2014/2015 Capital Budget to continue from the work started in the previous financial years. The table below outlines the TRT projects for 2014/15 financial year.

**Table 7.2: TRT Projects 2014/2015**

<b>TRT PROJECTS 2014/2015</b>
Construction of various Roads and Stormwater Systems in Tshwane , As and When required for a 3 year term - The Construction of a BRT Roadway on Nana Sita



<b>TRT PROJECTS 2014/2015</b>
Construction of BRT Infrastructure on Line 2A: CBD to Hatfield, Section 2A-2 (Kotze Street, Jorissen Street and Lynnwood Road)
Construction of BRT Infrastructure on Line 1A: CBD to Rainbow Junction Section 1A-1 (Paul Kruger Street from Pretorius to Venter Street)
Construction of BRT Infrastructure on Line 1A: CBD to Rainbow Junction Section 1A-2 (Venter Street to Louis Trichardt)
Construction of BRT Infrastructure on Line 1A: CBD to Rainbow Junction Section 1A-3 (Louis Trichardt Street to Rainbow Junction)
Construction of BRT Infrastructure on Line 1A: CBD to Rainbow Junction Section 1A-4 (Rainbow Junction to Rachel de Beer)
Construction of BRT Infrastructure on Line 1A: CBD to Rainbow Junction Section 1A-5 (Nana Sita to Scheiding Street)
Construction of BRT Infrastructure on Line 1A: Section 1A-6 Mansfield Railway Bridge
Construction of BRT Infrastructure on Line 1B: Wonderboom Station to Akasia
Construction of BRT Infrastructure on Line 1B: Britts Rd/Doreen Aven. To Kopanong Station
Construction of BRT Infrastructure on Line 2B: Hatfield to Menlyn (Lynnwood Road and Atterbury Road)
Construction of BRT Infrastructure on Line 2C: Menlyn to Denneboom Station
Construction of BRT Infrastructure: NMT Facilities
Construction of BRT Infrastructure: Stations
Construction of BRT Infrastructure on Line 2B: Menlyn Terminal
Construction of BRT Infrastructure: Rainbow Junction Intermodal Facility
Construction of BRT Infrastructure: Pretoria Station Intermodal Facility
Construction of BRT Infrastructure: Rainbow Junction Depot
Construction of BRT Infrastructure: Garstfontein (Pretorius Park) Depot
Construction of BRT Infrastructure: Belle Ombre Layover Facility
Construction of BRT Infrastructure: Kopanong Layover Facility
Construction of BRT Infrastructure: Akasia Layover Facility
Construction of BRT Infrastructure: Denneboom Layover Facility

## **Transformation of the Urban Space through the Cities Support Programme- 2014/15 BEPP**

In recognition of the role of cities in the fulfilment of the key government objectives and to improve the spatial transformation through coordinated public investment, the National Treasury developed an Urban Network Strategy which enforces a pro-poor/ pro-growth approach to development of cities. This strategy is aimed at the following:

- facilitating the eradication of spatial inequality to enable the creation of liveable, sustainable, resilient, efficient and integrated human settlements; and
- shift infrastructure investments towards the creation of efficient and effective urban centres through an approach of spatial targeting of public investment, primarily infrastructure;

- identification and investment in city-wide interconnected hierarchy of strategic nodes and public transport links between and within nodes.

To implement this strategy and to improve grant management, the National Treasury has further established the City Support Programme which seeks to accelerate the process of spatial transformation by influencing where and how public funds are invested in the urban environment in order to promote more functional, productive, inclusive and sustainable cities. The programme also seeks to coordinate funding programmes, to link these to national regulatory reforms in the built environment, and to support enhanced capacity in the metros themselves. The CSP has four components:

- Core City Governance Implementation Support;
- Human Settlements Support;
- Public Transport Support; and
- Climate Resilience and Sustainability Support.

One of the assumptions behind the CSP is that the metros should take prime responsibility for urban integration and management of the built environment on the basis of their superior knowledge of local needs and dynamics, and because of their extensive powers, legitimacy and accountability for pursuing this role. These powers are being supplemented by the gradual transfer of additional responsibilities in housing, transport and spatial planning from the provincial and national spheres of government. The metros also have significant revenue-raising capabilities and borrowing powers that could and should contribute to the funding of additional infrastructure. There is therefore a powerful logic in the metros assuming strategic responsibility for planning and managing more integrated urban development. It makes obvious sense for them to lead this function. Formulating and applying appropriate urban indicators is an important part of the task. National government will support and reward the metros for their performance in achieving better urban development outcomes, through the instruments contained in the CSP.

What makes the CSP unique is the introduction of clearly defined performance measures to improve the performance of the built environment. In 2013/14, the Integrated City Development Grant (ICDG) was rolled out and sought to incentivise municipalities to improve their built environment performance.

Based on the same principle, the City Support Programme identifies relevant indicators and targets for the metros, and lays the basis for assessing their capacity needs in terms of how to achieve these, i.e. the functions, tasks and competencies required. These indicators should be complemented by enhanced strategies, programmes, projects, incentives, partnerships with land-owners, negotiations with developers and financiers, coordination with departmental infrastructure providers, and revised regulations and land-use zoning schemes.

The City has been part of the City Support Programme development and has prepared the 2014/15 Built Environment Performance Plan in line with the new requirements centred on CSP principles. To demonstrate this, key integration zones as per the CSP requirements have been identified approved by Council and these include:

- Mabopane Urban Hub
- Atteridgeville Urban Hub
- Hammanskraal Urban Hub
- Mamelodi Urban Hub

Already the City has done some work in these areas and any investment that is done by other spheres of government is ready for implementation. The sections below discusses each node and the interventions (existing and planned) to support the CSP. Additional areas to form part of the programme have also been identified. These are:

- Refilwe Urban Core;
- Olivenhoutbosch Urban Core;
- Ekangala Urban Core;
- Zithobeni Urban Core; and
- Garankuwa Urban

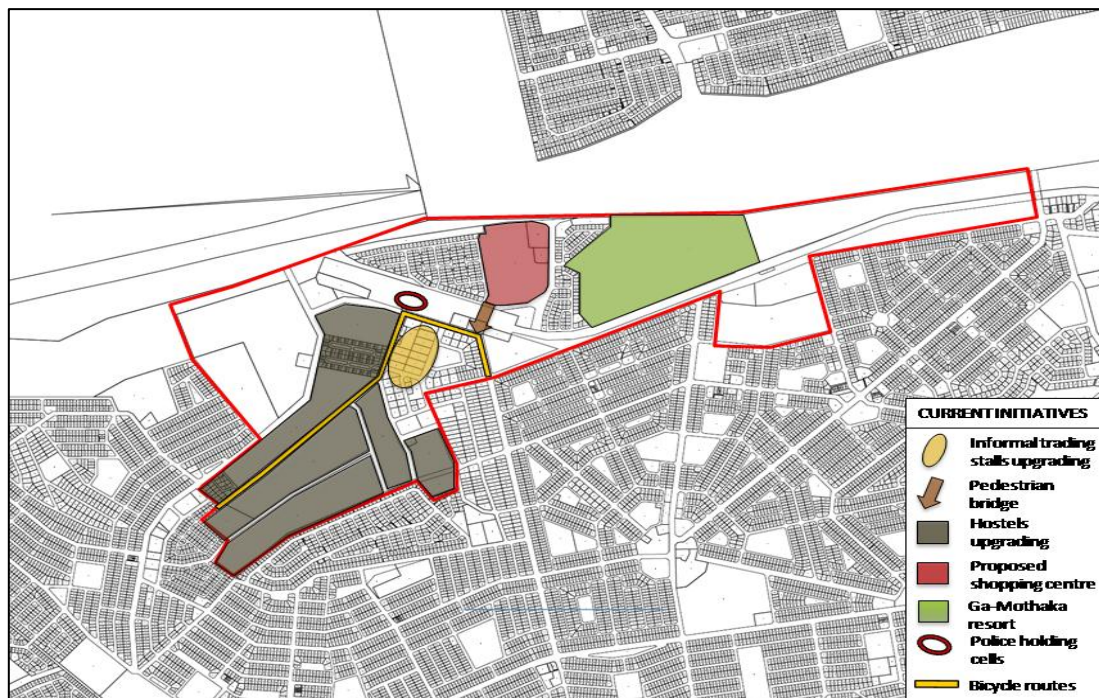
### **Atteridgeville Urban Hub**

Atteridgeville, found within Planning Region 3, is west of the Inner City and is anchored by the Saulsville Station Precinct. A primarily low income area, growth is limited to the north by large extensive land uses that occupy land to the north and environmentally sensitive areas to the west. In line with the nodal concept of spatial targeting, development in Atteridgeville will be primarily reliant on re-development and urban regenerating of existing areas.

Land use in the area is predominantly medium density housing, commercial and some social facilities. Atteridgeville is accessible via the N4 and Church Street. The closest employment opportunities are found the Inner City and Technopark in Centurion. For development purposes, the areas should be considered for transit oriented development, built environment upgrades, provision of social facilities and a strategic management of informal settlements.



The areas around the Stations are regarded as priority nodes and focus areas for implementation as per the approved spatial development framework for the area, as depicted in the diagram below.



Some of the mid-term capital projects in region include:

- new clinic Gazankulu clinic next to an informal settlement in Atteridgeville,
- redevelopment of hostels in Saulsville (Phase 3b and 4a) and
- upgrading of Maunde Street which will be completed in the mid-term

Further it is proposed that the interventions outlined in the table below be considered for implementation.

Urban Hub	Proposed Strategic Intervention	Rationale
Atteridgeville	Develop a vibrant street scape link between Atteridgeville Station and Lucas Masterpieces Moripe Stadium Encourage pedestrian movement Active street life – support retail / entertainment Mix land uses – retail on street, residential above. Medium density residential	Create liveability communities supported by a range of services and public transport infrastructure Unlock development opportunities Promote Job creation Create quality and sustainable environment

### **Mabopane Urban Hub**

Mabopane falls within Planning Region 1 of the City of Tshwane. Region 1 is divided by the N4 highway into a northern and southern portion, with the southern portion (inclusive of Akasia, Rosslyn and Pretoria North) being more affluent, while the northern portion (inclusive of Winterveld, Soshanguve and Ga-Rankuwa). The southern portion of Region 1 offers limited employment opportunities, primarily in the Rosslyn area. As a result, many Soshanguve residents travel to the CBD for work.

Mabopane is functionally aligned to Soshanguve to the East, and in terms of the MSDF, the two complementary nodes constitute a single catchment area. The node is therefore referred to as Mabopane/ Soshanguve in the MSDF.

Mabopane Station Precinct is one of anchors that were identified in Mabopane/ Soshanguve as a locality for the implementation of the NDPG programme together with Soshanguve South Ext14 Precinct and the Entrance Node Precinct. This precinct is a multi-functional node, of 314ha in extent, is one of the busiest stations in the city. The Precinct also contains several taxi and bus ranks and a proposed BRT terminal.

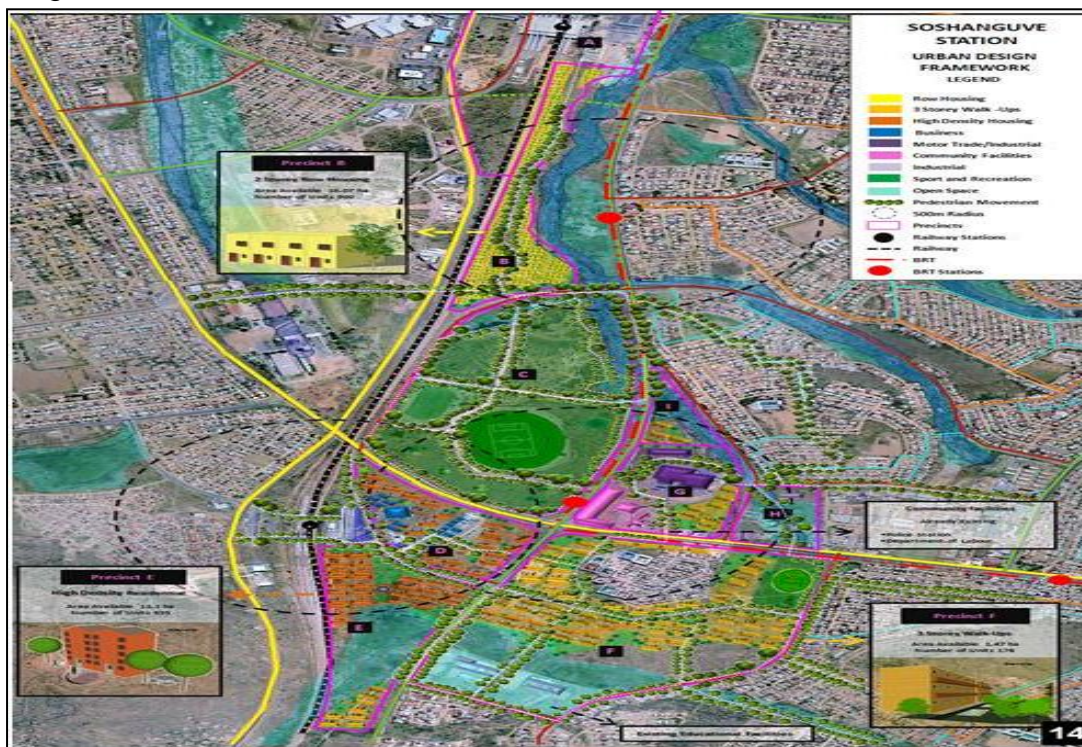
The precinct itself consists of a variety of activities, predominantly commercial in nature, both formal and informal with several social facilities in place. The precinct includes Mabopane and Soshanguve Stations, the railway reserve, as well as large land uses and vacant land on either side, e.g. Giant's stadium.

In terms of NDPG Capex, a Taxi Rank has been planned for the Mabopane area during the 2014/15 financial year. Some of the proposed strategic interventions in the hub are contained in the table below.

Urban Hub and Secondary Nodes	Proposed Strategic Intervention	Rationale
Mabopane Node	<p><b>Social Housing</b> Rezone Mabopane N Township to high density residential development Approximately 30 vacant stands in Mabopane N (+-10Ha will yield 8 000-1000 units)</p> <p><b>Mixed land uses in support of (T.O.D)</b> <b>Spatial Integration</b> Upgrade of taxi and bus ranks Retail and offices Cater for Informal Traders (African Market) stalls Thusong Centre linked to Bodibeng Library</p> <p><b>Spatial Integration</b> Access road between Mabopane and Soshanguve -Pedestrian air bridge to link Mabopane Central City &amp; station</p> <p>Linkage between Mabopane and Soshanguve</p> <p><b>Accessibility and Connectivity</b> Traffic control Rehabilitation Buitekant Street</p>	Improve connectivity and accessibility
West of Mabopane	<p><b>Mixed uses (T.O.D)</b> Taxis/bus ranks Expansion of the existing shopping centre Student accommodation</p>	Improve connectivity and accessibility
Soshanguve South	<p><b>T.O.D. and Social Housing</b> High Density Human settlement interventions at Kopanong Node Retail Development on strategic land parcel Upgrade existing facility to a Thusong Centre Nodal sporting facility NMT with landscaping around the node Linkage between West and East of the node to capitalise on the T.O.D. and Resort activities. BRT Terminus and Feeder line Linkage with PRASA Rail Modernisation Project.</p> <p><b>Recreational Heroes Theme Park Node</b> Nooitgedacht dam – Conceptualise recreational Node to revive west of Mabopane linking with Madibeng Municipality</p> <p><b>Upgrade the Social Node</b> Upgrade redundant taxi facility Build student accommodation Thusong Centre (Soshanguve F)</p>	Create liveability communities supported by a range of services and public transport infrastructure
Soshanguve H	<p><b>Spatial Integration</b> Provide pedestrian bridge between Magistrate Court and the taxi rank Pedestrian walkways and landscaping along Aubrey Matlala and Bushveld Include public transport feeder to Mabopane Station</p>	Create liveability communities supported by a range of services and public transport infrastructure



The planning in and around Mabopane will be influenced by the approved Soshanguve/Klipkruisontein Urban Design Framework of 2009 as depicted in the diagram below.



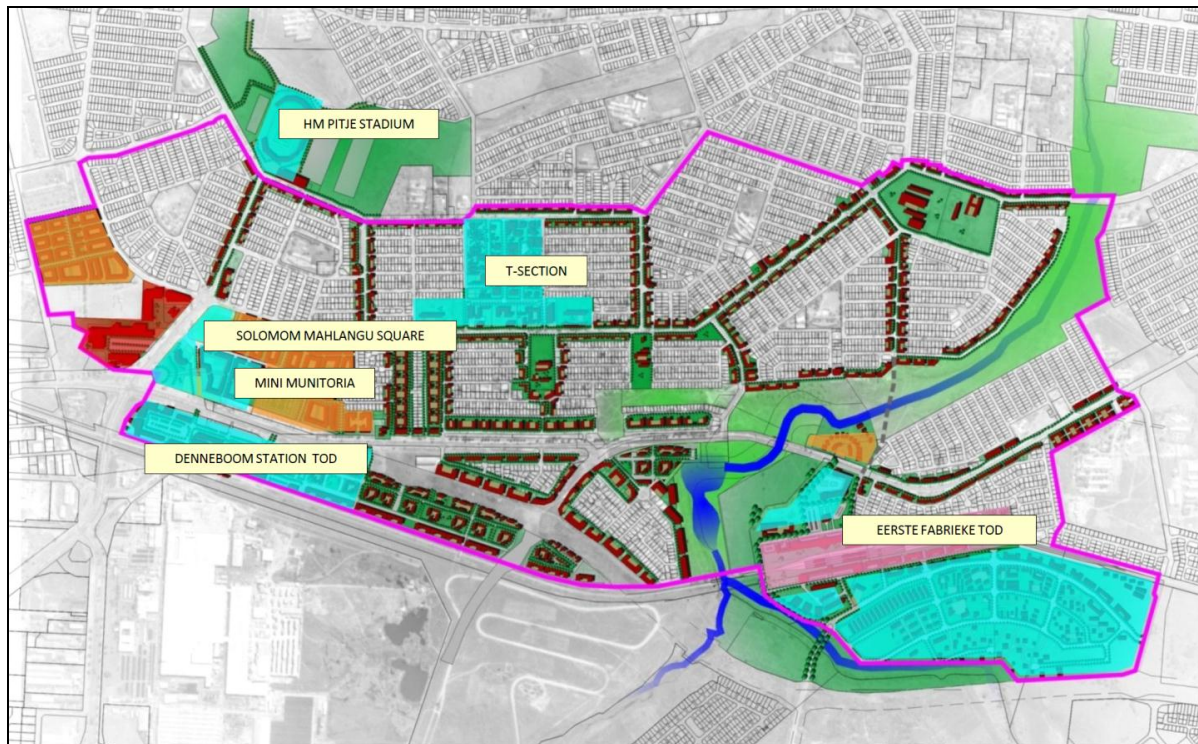
## Mamelodi Urban Hub

Mamelodi is an urban core within planning Region 6 and also an NDPG beneficiary. It is well-located in terms of its proximity to the Menlyn Metropolitan Node and the Waltloo and Silverton Industrial areas. It is envisaged that the first phase of the BRT will link th CBD with Mamelodi via the Gatfield Gautrain Station and the Menlyn Metropolitan Node. However, there is no land left for the expansion of Mamelodi, and development will thus be dependent on re-development and urban-re-generation projects, which is in line with the sustainable and growth management principles of the Tshwane MSDF.

Key focus areas in this regard are the provision of social facilities, higher density residential development and provision of a public realm.

- Mamelodi is anchored by the Eerste Fabrieke, T-Section , and Denneboom precincts

The K16/ Tsamaya Roads, R104 (Stanza Bopape) and Pretoria Roads provide for east-west mobility. However, north-south mobility is restricted and limited to Water Meyer/ Waltloo and Solomon Mahlangu Drive. Private sector interest in the area is steadily growing and is evident in the 2 new retail developments- Mamelodi Mall and Denneboom Mall- being implemented. Stanza Bopape Precinct



Solomon Mahlangu Freedom Square, where the "Mamelodi Massacre" took place on 21 November 1985, is a heritage site and is located just north of Denneboom Station. As part of the approved Solomon Mahlangu Precinct Urban Design Framework, it is intended that a number of projects will be implemented in and around the Freedom Square to generate greater interest and attraction to the heritage site supported by NDPG Capex.

Further strategic proposals for the Mamelodi Urban hub (subject to further detailed discussions with other role players) include the following:

Urban hub and secondary nodes	Proposed intervention	Rationale
Mamelodi Node & T-section upgrade	Develop a vibrant street scape link between Denneboom Station and T section Encourage pedestrian movement Active street life – support retail / entertainment Mix land uses – retail on street, residential above. Medium density residential	Realise the approved Urban Framework and contribute by providing walkways, bicycle lanes, landscaping along public roads and extend the design elements beyond the boundaries of the development Create quality and sustainable environment
Eerste Fabrieke development	Proposals include: 2 public squares; 3 public buildings; 2 taxi ranks; Main street / commercial strip; Social housing and flats; Sport and recreation facilities; and Modifications to Existing SARCC Pedestrian Tunnel	Unlock development opportunities Promote Job creation



## Hammanskraal Hub

The Hammanskraal Precinct is to the east of the Hammanskraal Station. It is south of Ramotse and Babelagi industrial and southeast of Temba. The area to the south is a formal middle income residential area, whereas the areas to the north and east are informal or recently upgraded low income housing. The precinct includes the station and railway reserve, the Apies River floodplain, the business centre along Douglas Rens Road as well as Hammanskraal Extensions 1 and 2.

The Spatial Development Framework makes the following proposals with regards to the spatial configuration of the Hammanskraal precinct area:

- Not only has the Hammanskraal precinct been identified as activity node, but the whole area of Temba central has been included as activity area;
- A railway line has been proposed to link the Hammanskraal station with the Soshanguve area. The proposed line will run from the Hammanskraal station, intersects with the Proposed PWV 9 and terminates in the Soshanguve area, in Tswaing Village no. 1;
- A minor industrial strip is proposed directly north of the precinct (to the west of the K97); and
- Improve road and rail network” to ensure that the entire community is accessible and that public transport will be able to serve virtually the entire community.
- 

## Hammanskraal Node Development Concept



In terms of NDPG Capex, a pedestrian bridge and road upgrades have been planned for the Hammanskraal area during the 2014/15 financial year. The table below depicts some of the proposed strategic regional interventions

Area	Proposed strategic intervention	Rationale
Babelegi	Revitalisation Project Infrastructure upgrade project	Promote aesthetic form. Job creation (EPWP) Attract investors
Sefako Makgato Link	<b>Road Extension Project</b> (upgrading Sefako Makgato to join Rachel De Beer) Medium to Long Term Project	Lessen traffic Stimulate private investment (Expansion of Rainbow Junction: approved mixed development of 550 000 square meters. Promote job opportunities
Jubilee Road link	Landscape and Streetscape Project	Beatification Activity street

### **(Proposed) Ga-Rankuwa Urban Core**

Ga-Rankuwa area is located about 25 kilometres away from the CBD of the City of Tshwane which also represents the majority of job opportunities in the metropolitan area. About 5 kilometres to the east of Ga- Rankuwa is the Rosslyn industrial area, while the Ga-Rankuwa industrial area is located in the north-western part of Ga-Rankuwa itself. The closest surrounding retail based activity node to the Ga-Rankuwa area is Akasia Park which is located about 5 kilometres to the south of the Rosslyn industrial area, and the Mabopane CBD which is located to the north-east. Ga-Rankuwa residents are largely dependent on public transport, which is of a low standard within the region due to poor operational conditions resulting in capacity problems. There is limited private sector investment in Ga-Rankuwa, as in the rest of the north of Region, resulting in a backlogs in infrastructure provision, underdeveloped and less than desirable urban environments in some areas. Ga-Rankuwa therefore needs investment in the areas of:

- Service infrastructure
- Transport infrastructure
- Upgrading of build environment
- Economic development

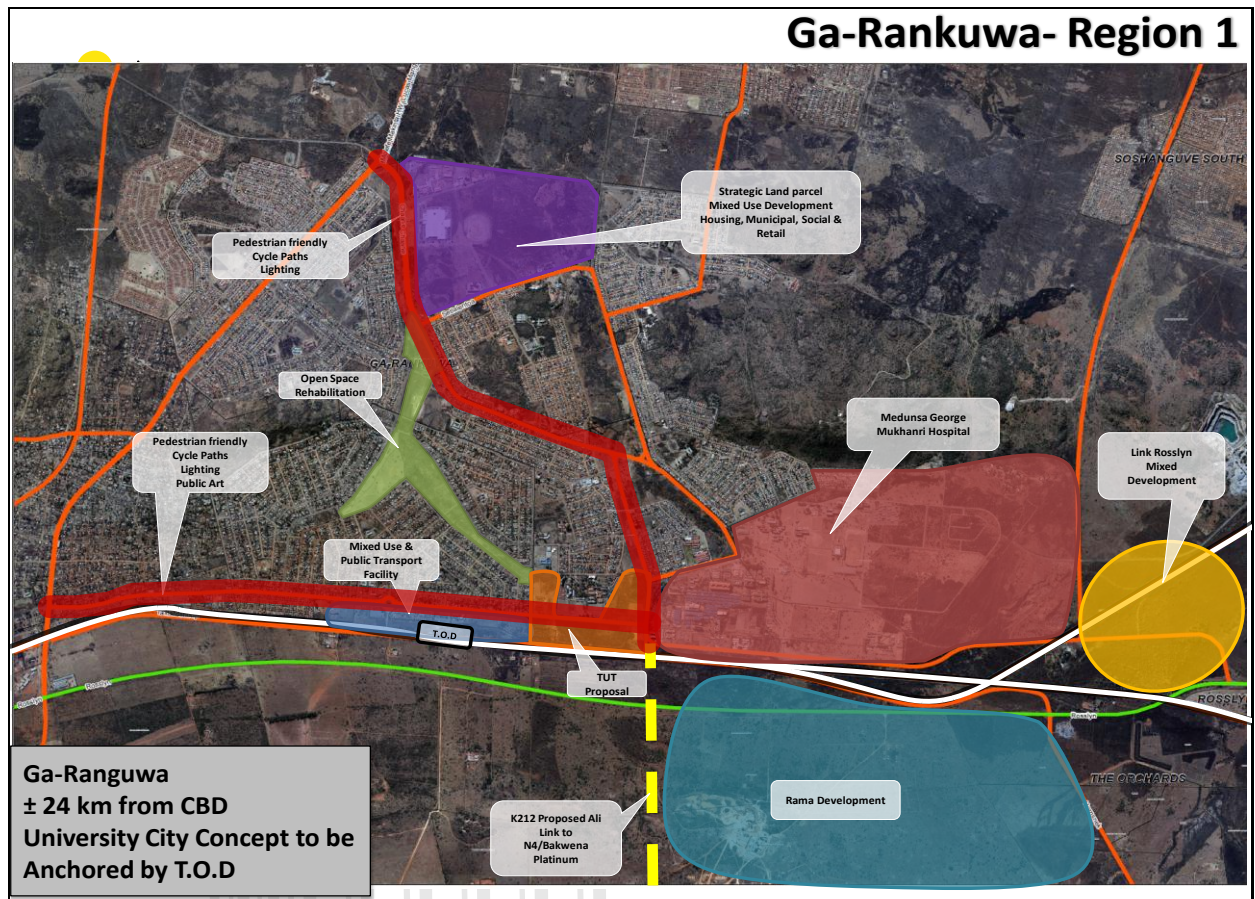
The NDPG programme was aimed at addressing some of the above-mentioned challenges in former township areas- referred to as urban cores within the Tshwane spatial planning Context. At the time that NDPG was institutionalised, the former (delineation of) Tshwane accommodated 6 urban cores i.e. (Mamelodi, Soshanguve, Mabopane, Atteridgeville, Olivenhoutbosch and Ga-Rankuwa). Ga-Rankuwa was the only urban core that was not prioritised for NDPG support at that time. The UNS strategy, which encapsulates NDPG, comes at an opportune time and gives a strategic opportunity to prioritise Ga-Rankuwa as an urban hub. The R566/ Pilane and Hebron Roads connect to the M17/ proposed R80 which are, in turn, activity corridors between the CBD and the already identified Mabopane urban hub.

At present the three most prominent activity nodes within the Ga-Rankuwa area comprise:

- the activity area at the southern entrance to town in the vicinity of the Medunsa Campus;
- the central CBD area which is still largely vacant at present; and
- The Ga-Rankuwa industrial area.

From a spatial planning perspective, the following is being discussed with regards to developing the Ga-Rankuwa urban core, but is still subject to further detailed planning and discussion with other role players:

Area	Proposed strategic intervention	Rationale
Ga –Rankuwa Node	<b>Mixed Use Development</b> Student Accommodation Recreational Activity Retail Character	Attractive public environment to improve liveability
	<b>NMT along Pilane Road supported by landscaping</b> Pedestrian and cycle route	Entrance to Ga-Rankuwa should promote ease of movement
	<b>Upgrade Pilane and Molotlegi Streets Intersection</b> Installation of traffic light	Sustainable, liveable cities promoting ease of movement and open space conservation
	<b>NMT along M17 supported by landscaping</b> Install signage, Pedestrian and cycle route Public transport facility Urban Agriculture Wetland Rehabilitation (Bird life)	Infrastructure investment catalyses capital investment.
	<b>Electricity sub-station upgrade</b> Activity spine development linking the Gateway Node and CBD	Support future mixed use development for the entire township development strategy
	<b>Integration Zone-Molefe Makinta Road</b> Urban agriculture -Rehabilitation of the wetland	Improve accessibility, connectivity Unlock development potential
	<b>Extension of K212 to N4</b> Road Upgrade to link with N4 and further link with Molefe Makinta Road	Essential for industrial development Support economic growth  Create quality public environment to attract investment and promote liveability  Legibility: create an identity of an area
Ga–Rankuwa Industrial Node	<b>Engineering infrastructure</b> Bulk water installation -Bulk electricity	Improve economies of scale
	<b>Public environment upgrade</b> Pedestrian walkways -Public transport facility -Cycle paths -Tree planting & street furniture	Create sustainable communities with access to public transport



## Conclusion

The City of Tshwane is committed to reversing the inefficient apartheid spatial form. The spatial restructuring elements as contained in this chapter will lead the city to become spatially efficient and productive. In line with the MSDF, the City will continue to attract public and private investment to areas where sustainable urban form can be realised together with economic and social prosperity. The commitment made on the City Support programme is maintained and the City will continue to work with National Treasury to finalise the process in the manner that meets the objectives of all parties.

## 8. CAPITAL INVESTMENT FRAMEWORK

### Introduction

Budget guidelines relating to the compilation of the draft 2014/15 capital budget were compiled in consultation with the City Planning and Development Department and IDP Office of which departments used as a basis for planning. Budget indicatives were issued to departments to take into consideration and also align budget proposals to departmental business plans, objectives and targets.

Departmental budget hearing were held in February 2014 by the Budget Steering Committee to assess capital budget proposals, the outcome of which departments were required to prioritise capital projects and resource allocations within the context of affordability taking into account contractual obligations, ongoing infrastructure maintenance and executive commitments.

The compilation of the capital budget in terms of internal capacity (council funds) is based the application of sound financial management principles which were considered during the compilation of the 2014/15 MTREF in order to ensure a financially sound and funded budget is tabled. Taking this into consideration, the internal funding capacity for 2014/15, 2015/16 and 2016/17 financial years is R3,868 billion, R4,085 billion and R4,314 billion respectively.

The Capital Budget is funded from the following sources:

- Internally generated revenue (including Public Contributions and Donations and CRR) R123.5 million.
- Borrowings R1.5 billion.
- Grant funding: R2.5 billion.

All new projects were prioritised in line with set determined affordability allocations and in terms of urgency, value for money and benefit to the CoT.

The following table indicates the 2014/15 Medium-term Capital Budget per funding source:

**Table 8.1: Capex Budget per Funding Source**

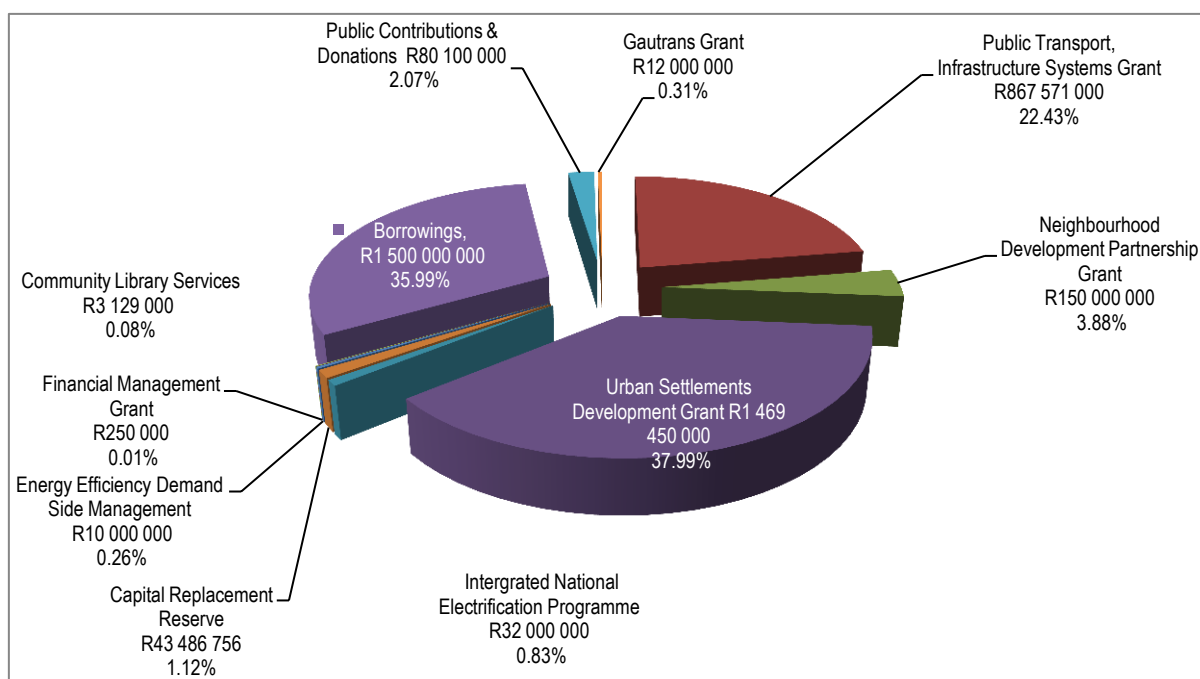
Funding Source Description	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
Council Funding	-	0.00%	308 000 000	7.54%	429 300 000	9.95%
PTIS- Public Transport, Infrastructure Systems Grant	867 571 000	22.43%	800 000 000	19.58%	812 300 000	18.83%
NDPG- Neighbourhood Development Partnership Grant	150 000 000	3.88%	80 739 000	1.98%	84 883 000	1.97%
USDG - Urban Settlements Development	1 469 450 000	37.99%	1 521 361 000	37.24%	1 601 993 000	37.13%



Funding Source Description	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
Grant						
INEP- Intergrated National Electrification Programme	32 000 000	0.83%	30 000 000	0.73%	40 000 000	0.93%
CRR- Capital Replacement Reserve	43 486 756	1.12%	46 400 000	1.14%	46 510 000	1.08%
EEDSM- Energy Efficiency Demand Side Management	10 000 000	0.26%	10 000 000	0.24%	15 000 000	0.35%
FMG - Financial Management Grant	250 000	0.01%	-	0.00%	-	0.00%
CLS - Community Library Services	3 129 000	0.08%	5 000 000	0.12%	5 500 000	0.13%
Borrowings	1 500 000 000	35.99%	1 200 000 000	29.38%	1 200 000 000	27.81%
Public Contributions & Donations	80 100 000	2.07%	83 500 000	2.04%	79 500 000	1.84%
Gautrans Grant	12 000 000	0.31%	-	0.00%		0.00%
<b>Grand Total</b>	<b>4 167 986 756</b>	<b>100.00%</b>	<b>4 085 000 000</b>	<b>100.00%</b>	<b>4 314 986 000</b>	<b>100.00%</b>

The following graph illustrates the above table in terms of the allocations per funding source:

**Figure 8.1: Capex Budget per Funding Source**



The following with regard to conditional grants should be noted:

### ***Urban Settlements Development Grant (USDG)***

The purpose of the USDG is to assist metropolitan municipalities to improve urban land production to the benefit of poor households, by supplementing the revenues of metropolitan municipalities to: reduce the real average cost of urban land, increase the supply of well-located land, enhance tenure security and quality of life in informal settlements, improve spatial densities and to subsidise the capital costs of acquiring

land and providing basic services for poor households. The gazetted allocations amount to R1,5 billion, R1,5 billion and R1,6 billion in the 2014/15, 2015/16 and 2016/17 financial years respectively.

### ***Public Transport, Infrastructure and Systems Grant***

The purpose of the grant is to provide for accelerated planning, construction and improvement of public and non-motorised transport infrastructure and services. The gazetted allocations amount to R867.6 million, R800.0 million and R812.3 million in the 2014/15, 2015/16 and 2016/17 financial years respectively.

### ***Neighbourhood Development Partnership Grant***

The purpose of this grant is to support neighbourhood development projects that provide community infrastructure and create the platform for other public and private sector development, towards improving the quality of life of residents in targeted underserved neighbourhoods. R150.0 million, R80.7 million and R84.9 million have been gazetted for the 2014/15, 2015/16 and 2016/17 financial years respectively.

### ***Integrated National Electrification Programme***

The purpose of this grant is to implement the Integrated National Electrification Programme (INEP) by providing capital subsidies to municipalities to address the electrification backlog of occupied residential dwellings, clinics and the installation of bulk infrastructure and rehabilitation and refurbishment of electricity infrastructure in order to improve the quality of supply. R32.0 million, R30.0 million and R40.0 million have been gazetted for the 2014/15, 2015/16 and 2016/17 financial years respectively.

### **Capital Budget per department (vote)**

The following table indicates the 2014/15 Medium-term Capital Budget per Department:

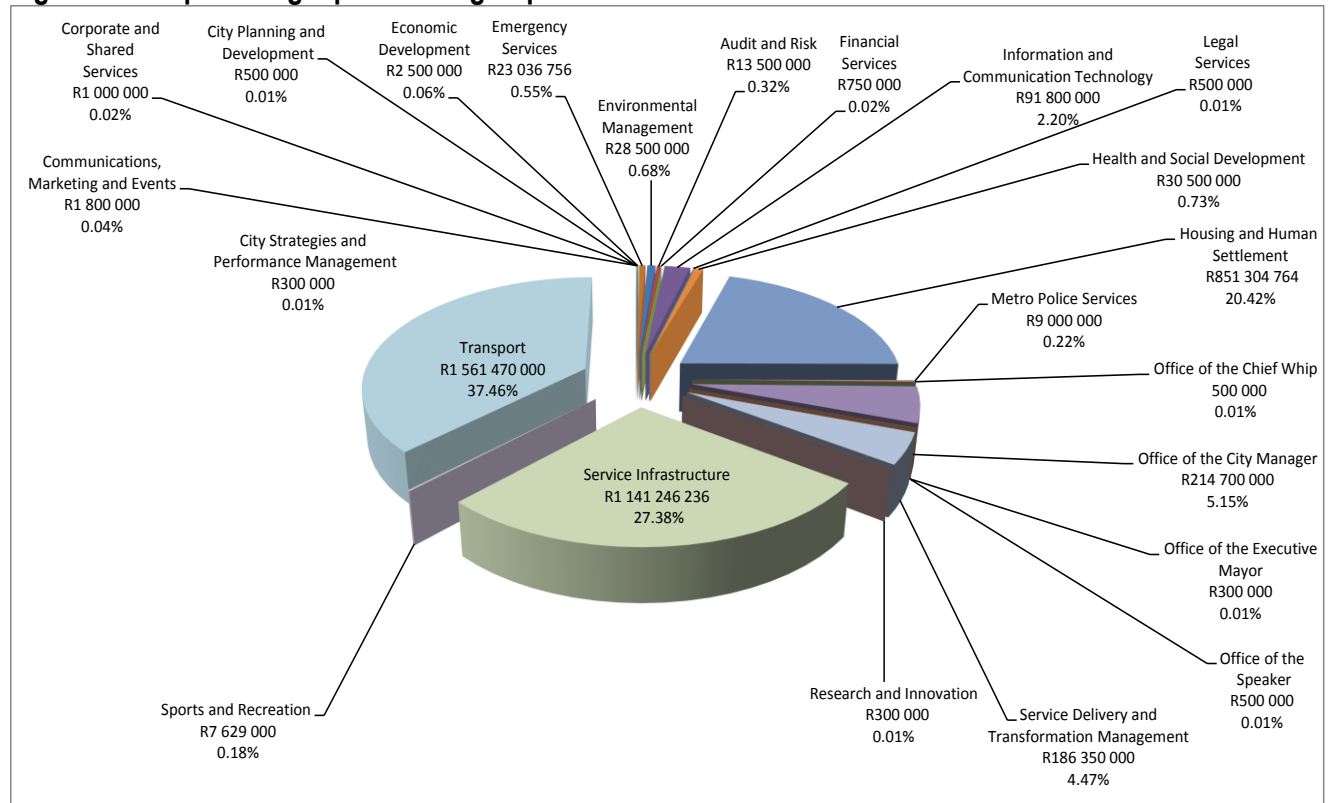
**Table 8.2: Capex Budget per Funding Department**

<b>Strategic Units</b>	<b>Budget 2014/15</b>	<b>%</b>	<b>Budget Year +1 2015/16</b>	<b>%</b>	<b>Budget Year +2 2016/17</b>	<b>%</b>
City Planning and Development	500,000	0.01%	1,200,000	0.03%	1,200,000	0.03%
City Strategies and Performance Management	300,000	0.01%	500,000	0.01%	300,000	0.01%
Communications, Marketing and Events	1,800,000	0.04%	500,000	0.01%	500,000	0.01%
Corporate and Shared Services	1,000,000	0.02%	31,000,000	0.76%	31,000,000	0.72%
Economic Development	2,500,000	0.06%	4,100,000	0.10%	4,100,000	0.10%
Emergency Services	23,036,756	0.55%	5,000,000	0.12%	5,000,000	0.12%
Environmental Management	28,500,000	0.68%	41,150,000	1.01%	42,150,000	0.98%
Audit and Risk	13,500,000	0.32%	13,500,000	0.33%	13,500,000	0.31%
Financial Services	750,000	0.02%	5,500,000	0.13%	5,500,000	0.13%
Information and Communication	91,800,000	2.20%	95,500,000	2.34%	95,500,000	2.21%

Strategic Units	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
Technology						
Legal Services	500,000	0.01%	500,000	0.01%	500,000	0.01%
Health and Social Development	30,500,000	0.73%	27,000,000	0.66%	40,000,000	0.93%
Housing and Human Settlement	851,304,764	20.42%	852,384,650	20.87%	933,016,650	21.62%
Metro Police Services	9,000,000	0.22%	13,550,000	0.33%	13,860,000	0.32%
Office of the Chief Whip	500,000	0.01%	500,000	0.01%	500,000	0.01%
Office of the City Manager	214,700,000	5.15%	132,739,000	3.25%	96,883,000	2.25%
Office of the Executive Mayor	300,000	0.01%	500,000	0.01%	500,000	0.01%
Office of the Speaker	500,000	0.01%	500,000	0.01%	500,000	0.01%
Service Delivery and Transformation Management	186,350,000	4.47%	176,100,000	4.31%	107,100,000	2.48%
Research and Innovation	300,000	0.01%	500,000	0.01%	500,000	0.01%
Service Infrastructure	1,141,246,236	27.38%	965,400,000	23.63%	1,103,500,000	25.57%
Sports and Recreation	7,629,000	0.18%	9,500,000	0.23%	10,000,000	0.23%
Transport	1,561,470,000	37.46%	1,707,876,350	41.81%	1,809,376,350	41.93%
<b>TOTAL CAPITAL BUDGET</b>	<b>4,167,986,756</b>	<b>100.00%</b>	<b>4,085,000,000</b>	<b>100.00%</b>	<b>4,314,986,000</b>	<b>100.00%</b>

The following graph illustrates the above table in terms of allocations per department:

**Figure 8.2: Capex Budget per Funding Department**



The following table indicates the 2014/15 Capital Budget per Implementing Department. The Implementing Departments relate to departments responsible for



the construction/execution of projects on behalf of the Service Delivery and Transformation Management Department (according to the new City of Tshwane structure and the starting of the phased approach towards regionalisation of the budget, where identified profit centres have been transferred to Service Delivery and Transformation Management Department). These departments as the implementing agents will therefore (during the construction phases) report monthly on the progress of implementation to the relevant Regional Executive Director, the City Manager and the Capex Committee.

The Service Delivery and Transformation Management Department will receive ownership of the projects once they have been completed and will then be responsible for all finance costs and depreciation associated with the projects.

**Table 8.3: Capital Budget per Implementing Department**

Implementing Departments	Service Delivery and Transformation Management	Departmental Budget	Total Budget
Environmental Management	30 600 000	28 500 000	59 100 000
Health and Social Development	10 000 000	30 500 000	40 500 000
Service Delivery and Transformation Management	3 750 000	-	3 750 000
Housing and Sustainable Human Settlement Development	50 000 000	851 304 764	901 304 764
Sports and Recreation	92 000 000	7 629 000	99 629 000
<b>Total</b>	<b>186 350 000</b>	<b>917 933 764</b>	<b>1 154 283 764</b>

The table above indicates the implementing departments' total capital allocation/responsibility.

In terms of the business planning process and the departmental clusters aligned to the strategic direction of the 5 year programme, the following table provides a breakdown of the capital budget per cluster. Other denotes those strategic units that report directly to the Accounting Officer and Executive Mayor and do not form part of the Clusters.

**Table 8.4: Capital Budget per Administrative Cluster**

Clusters	Draft Budget 2014/15	Draft Budget Year +1 2015/16	Draft Budget Year +2 2016/17
Infrastructure and Planning Cluster	3 303 821 000	3 575 661 000	3 845 893 000
Strategy Development and Implementation Cluster	3 900 000	6 800 000	6 600 000
Operations Cluster	56 629 000	77 650 000	91 650 000
Other	503 436 756	424 889 000	370 343 000
<b>Total</b>	<b>3 867 786 756</b>	<b>4 085 000 000</b>	<b>4 314 486 000</b>

Some of the main projects and key focus areas of the budget and IDP to be addressed in 2014/15 include amongst others:

**Emergency Services:**

- Completion of the Fire House in Heuweloord R20.0 million

**Health and Social Development**

- New Soshanguve Clinic - R10,0 million
- Upgrade and extension of Zithobeni Clinic - R10,0 million
- Upgrading of ECD Centres and Day Care Centre – R6,0 million

**Housing and Human Settlement**

Formalisation is an IDP and budget key focus area in the 2014/15 budget and the following amounts have been budgeted:

- Project Linked Housing - Water Provision - R330,2 million
- Sewerage - Low Cost Housing - R326,2 million
- Roads and Stormwater - Low Cost Housing - R71,9 million
- Project Linked Housing – Acquisition of Land - R109,3 million

**Group Information and Communication Technology**

- Disaster Recovery System Storage, R30.0 million
- E-Initiative supporting the Smart City, R30.0 million

**Metro Police Services**

- Purchase of policing equipment – R4,0 million

**Office of the City Manager**

City Hall Renovations - R42,7 million

Tshwane House – R20,0 million

Implementation of the Tsosoloso Programme funded from NDPG – R150 million:

- Mabopane Taxi Rank - R19,0 million
- Saulsville Walkways - R8,0 million
- Hammanskraal Bridge - R20,3 million
- Seiso Streetscape - R35,1 million
- Atteridgeville Bridge - R17,0 million
- Hammanskraal Roads - R40,0 million
- Solomon Mahlangu Museum- R10,4million

**Service Delivery and Transformation Management**

- Development of Parks and Traffic Islands (Backlog & New) - R20,0 million
- Saulsville Hostel - R25,0 million
- Mamelodi Hostel - R25,0 million
- Completion of Cullinan Library Park - R20,0 million
- Greening of Sportsfields - R22,0 million
- New Gazankulu Clinic – R10,0 million
- Roll out of Bulk, 240 l and 1000 l containers in Region 7 - R5,6 million

It should be noted that these projects will be implemented by the other relevant departments (implementing departments) on behalf of the regions.

## Service Infrastructure

- Rooiwal Power Station Refurbishment - R8,0 million
- Reservoir Extensions - R57,5 million
- New Bulk Infrastructure - R130,0 million
- Replacement and Upgrading: Redundant Bulk Pipeline Infrastructure - R59,9 million
- Refurbishment of Water Networks and Backlog Eradication - R177,5 million
- Tshwane Public Lighting Program - R40,0 million
- Replacement, Upgrade, Construct Waste Water Treatment Works Facilities - R145,9 million
- Electricity for All - R292,0 million
- Replacement of Worn Out Network Pipes - R20,4 million
- Roll out of prepaid electricity meters (indigents) - R25,0 million

## Transport

- Doubling of Simon Vermooten - R136,0 million
- Internal Roads: Northern Areas – R399,2 million
- Collector road backlogs – Mamelodi - R17,5 million
- TRT - Transport Infrastructure - R731,5 million
- Flooding backlogs: Networks and Drainage canals - R139,1 million
- Traffic Calming and Pedestrianisation Safety- R10,0million
- Rainbow Junction Road Development- R10,0million
- Township Development (contributions)- R3,0million
- Traffic Signals- R5,0million
- Hartebeesspruit- R3,0million
- Mabopane Station R18,0million

The table below indicates the capital budget per main strategic focus area:

**Table 8.5: Capital Budget per Strategic Objectives**

Description	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
1. Provide Sustainable Services Infrastructure and Human Settlements	3 618 121 000	86.81%	3 597 261 000	88.06%	3 907 493 000	90.56%
2. Promote Shared Economic Growth and Job Creation	32 120 000	0.77%	33 600 000	0.82%	3 600 000	0.08%
3. Ensure Sustainable, Safer Communities and Integrated Social Development	134 286 756	3.22%	95 150 000	2.33%	79 150 000	1.83%
4. Promote Good Governance and an Active Citizenry	252 500 000	6.06%	221 739 000	5.43%	185 883 000	4.31%
5. Improved financial sustainability	79 130 000	1.90%	107 500 000	2.63%	108 500 000	2.51%

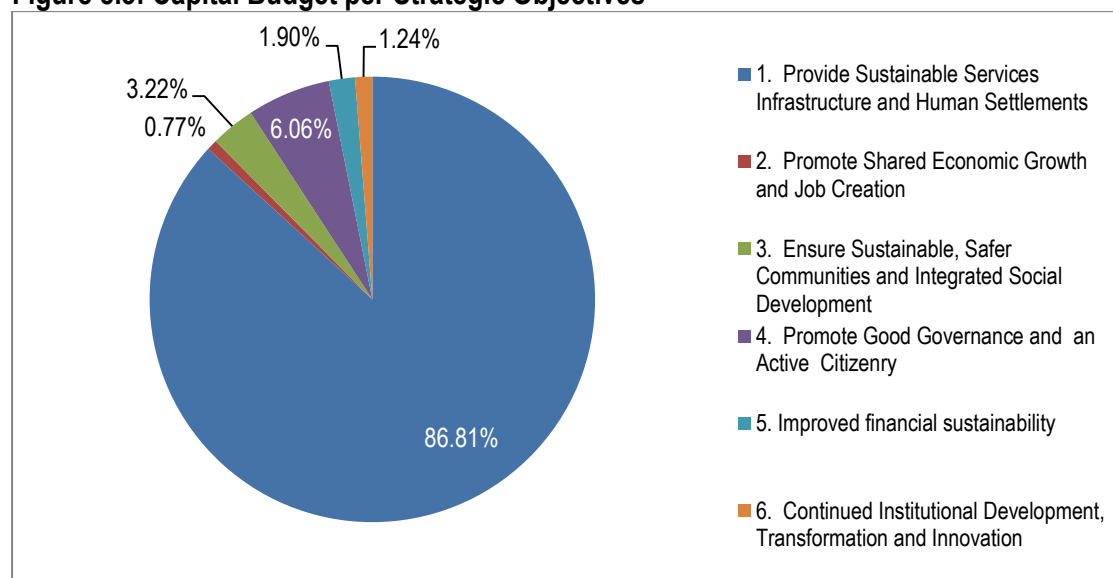
Description	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
6. Continued Institutional Development, Transformation and Innovation	51 829 000	1.24%	29 750 000	0.73%	30 360 000	0.70%
<b>Total</b>	<b>4 167 986 756</b>	<b>100.00%</b>	<b>4 085 000 000</b>	<b>100.00%</b>	<b>4 314 986 000</b>	<b>100.00%</b>

In view of the above it is evident that a large portion of the capital budget has been allocated towards strategic objective 1 which addresses infrastructure and human settlements provision infrastructure in the 2014/15 MTREF. This is in line with the current focus on the decade of development until 2020 as set out in Vision 2055, which is to consolidate the gains of democracy and to tackle challenges of unemployment, poverty and inequality.

The balance of the funding allocations have been prioritised in terms of promoting good governance and active citizenry, improved financial sustainability, safer communities and integrated social development, shared economic growth and job creation and institutional development, transformation and innovation.

The above table is graphically illustrated as follows:

**Figure 8.3: Capital Budget per Strategic Objectives**



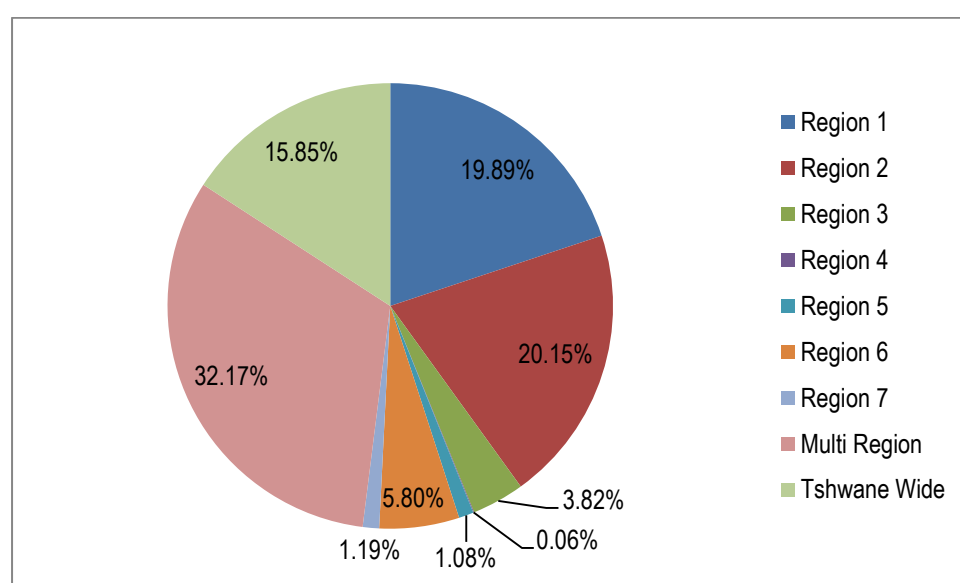
The following table and graph indicate the amount of budgeted capital expenditure per region:

**Table 8.6: Capital Budget per Region**

	Budget 2014/15	%	Budget 2015/16	Budget 2016/17
<b>Region 1</b>	828 932 918	19.89%	952 305 900	1 013 229 521
<b>Region 2</b>	839 925 020	20.15%	852 075 520	957 464 906

	Budget 2014/15	%	Budget 2015/16	Budget 2016/17
Region 3	159 200 000	3.82%	153 900 000	90 986 350
Region 4	2 500 000	0.06%	3 500 000	26 000 000
Region 5	45 000 000	1.08%	42 500 000	16 500 000
Region 6	241 536 756	5.80%	115 300 000	126 000 000
Region 7	49 600 000	1.19%	55 200 000	15 200 000
Multi Region	1 340 792 062	32.17%	1 221 979 535	1 399 322 223
Tshwane Wide	660 500 000	15.85%	688 239 045	670 283 000
	4 167 986 756	100.00%	4 085 000 000	4 314 986 000

**Figure 8.4: Capital Budget per Region**



Tshwane wide projects are those projects that benefit the City as a whole and also include all institutional projects that ensure that the City is in a position to deliver on its mandate i.e. IT related projects, provision of equipment and machinery, etc.

### Asset Management

This table brings together the core financial elements of asset management and summarises the capital programme in terms of new assets and the renewal of existing assets.

The objective is to provide a complete picture of the municipality's asset management strategy, indicating the resources being deployed for maintaining and renewing existing assets, as well as the extent of asset expansion.

**Table 8.7: Renewal and New Capex Budget Split**

	Budget 2014/15	%	Budget 2015/16	%	Budget 2016/17	%
New	2 005 685 756	48.12%	2 058 126 395	50.38%	2 072 836 350	48.04%
Renewal	2 162 301 000	51.88%	2 026 873 605	49.62%	2 242 149 650	51.96%
<b>Total Capital Budget</b>	<b>4 167 986 756</b>	<b>100.00%</b>	<b>4 085 000 000</b>	<b>100.00%</b>	<b>4 314 986 000</b>	<b>100.00%</b>

In terms of MFMA Circulars 55 and 66 at least 40% of the Capital Budget must be allocated towards renewal of existing assets. From the above table it can be seen that 56.99%, 50.84% and 51.97% of the budget has been allocated for the renewal of existing assets in the 2014/15, 2015/16 and 2016/17 financial years respectively.

### **Categorisation of the Capital Budget in terms of the Capital Investment Framework (CIF) Programmes**

The CIF is a planning tool that seeks to realise the strategic intent of the city by guiding the budget process (spatially based programmes) on a centralised platform, it is an integration tool for facilitating coordinated and aligned implementation of various sector plans formulated on the MSDF basis (integration of departmental programmes). It further guides and informs investment and prioritisation and capital expenditure with a spatial vision as outlined in the MSDF.

The following table indicates the 2014/15 Medium-term Capital Budget per CIF programme:

**Table 8.8: Capital Budget per CIF Programmes**

<b>Categorisation in terms of the CIF Programmes</b>	<b>Draft Budget 2014/15</b>	<b>Draft Budget 2015/16</b>	<b>Draft Budget 2016/17</b>
Basic and Socio-Environmental Infrastructure	2 805 345 756	3 177 611 000	3 374 553 000
Spatial Restructuring	150 000 000	80 739 000	84 883 000
Strategic Investment and Development Facilitation	912 441 000	826 650 000	855 050 000
<b>Total</b>	<b>3 867 786 756</b>	<b>4 085 000 000</b>	<b>4 314 486 000</b>

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Audit and Risk	Insurance replacements (CTMM Contribution)	712449	001	-	8 000 000	8 000 000	Tshwane Wide	Tshwane Wide	Renewal
Audit and Risk	Insurance replacements (CTMM Contribution)	712449	015	8 000 000	-	-	Tshwane Wide	Tshwane Wide	Renewal
Audit and Risk	Insurance replacements	712450	001	-	5 000 000	5 000 000	Tshwane Wide	58	Renewal
Audit and Risk	Insurance replacements	712450	015	5 000 000	-	-	Tshwane Wide	58	Renewal
Audit and Risk	Capital Funded from Operating	712923	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>13 500 000</b>	<b>13 500 000</b>	<b>13 500 000</b>			
City Planning and Development	Capital Funded from Operating	712751	007	500 000	1 200 000	1 200 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>500 000</b>	<b>1 200 000</b>	<b>1 200 000</b>			
City Strategies and Performance Management	Capital Funded from Operating	712929	007	300 000	500 000	300 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>300 000</b>	<b>500 000</b>	<b>300 000</b>			
Communications, Marketing and Events	Capital Funded from Operating	712928	007	300 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
Communications, Marketing and Events	Upgrading of Offices/ Convention Visitors Services Bureau	712966	015	1 500 000	-	-	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>1 800 000</b>	<b>500 000</b>	<b>500 000</b>			
Corporate and Shared Services	Purchase of Vehicles	710869	001	-	30 000 000	30 000 000	Tshwane Wide	Tshwane Wide	Renewal
Corporate and Shared Services	Capital Funded from Operating	712753	007	1 000 000	1 000 000	1 000 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>1 000 000</b>	<b>31 000 000</b>	<b>31 000 000</b>			
Economic Development	Capital Funded from Operating	712754	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
Economic Development	Marketing & Trading Stalls - Bronkhorstspuit	712902	001	-	1 600 000	1 600 000	Region 7	102	New
Economic Development	Marketing & Trading Stalls - Bronkhorstspuit	712902	015	1 000 000	-	-	Region 7	102	New
Economic Development	Marketing & Trading Stalls - Ladium	712962	015	1 000 000			Region 3	61	New
Economic Development	Marketing & Trading Stalls - Ladium	712962	001	-	2 000 000	2 000 000	Region 3	61	New
<b>Total</b>				<b>2 500 000</b>	<b>4 100 000</b>	<b>4 100 000</b>			
Emergency Services	Establishment/Construction of Fire House Heuweloord	710566	015	20 000 000			Region 4	48, 57, 61, 64, 65, 66, 69, 70, 77, 78, 79	Renewal
Emergency Services	Renovation & Upgrading Of Facilities	711455	001	-	2 000 000	2 000 000	Tshwane Wide	Tshwane wide	Renewal
Emergency Services	Capital Funded from Operating	712765	007	3 036 756	3 000 000	3 000 000	Region 6	43	New
<b>Total</b>				<b>23 036 756</b>	<b>5 000 000</b>	<b>5 000 000</b>			
Environmental Management	Upgrading And Extension Of Facilities	710276	007	5 000 000	15 000 000	15 000 000	Region 3	60	Renewal
Environmental Management	Reparation To & Resurfacing Of Roads	710420	007	250 000	650 000	650 000	Region 3	60	Renewal
Environmental Management	Atmospheric Pollution Monitoring Network	711562	001	-	2 000 000	2 000 000	Multi Region	1-99	Renewal

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Environmental Management	Atmospheric Pollution Monitoring Network	711562	015	1 000 000	-	-	Multi Region	1-99	Renewal
Environmental Management	Bulk Containers	712090	001	-	5 000 000	5 000 000	Multi Region	1-99	Renewal
Environmental Management	240 Litre Containers	712092	001	-	5 000 000	5 000 000	Multi Region	1-99	Renewal
Environmental Management	1000 Litre Containers	712093	001	-	4 000 000	4 000 000	Multi Region	1-99	Renewal
Environmental Management	Swivel Bins	712094	001	-	3 500 000	3 500 000	Multi Region	1-99	Renewal
Environmental Management	Upgrading and Extension of Office Blocks	712585	007	3 130 000	2 000 000	2 000 000	Region 3	60	New
Environmental Management	Capital Funded from Operating	712750	007	500 000	-	-	Tshwane Wide	Tshwane Wide	New
Environmental Management	Retrofit of Municipal Buildings	712807	001	-	3 000 000	4 000 000	Multi Region	1-99	New
Environmental Management	Specialised Vehicles - Market	712827	007	120 000	-	-	Region 3	60	New
Environmental Management	Upgrading of the market trading system	712868	007	3 500 000	1 000 000	1 000 000	Region 3	60	New
Environmental Management	Upgrade of entrance control and booking systems at Recreation facilities	712963	015	5 000 000	-	-	Tshwane Wide	Tshwane Wide	New
Environmental Management	Enhance access control at the City's landfill sites	712964	015	10 000 000	-	-	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>28 500 000</b>	<b>41 150 000</b>	<b>42 150 000</b>			
Financial Services	Buildings & Equipment (security at the stores)	712444	001	-	5 000 000	5 000 000	Region 3	58	Renewal
Financial Services	Capital Funded from Operating	712755	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
Financial Services	Capital Funded from Operating	712755	012	250 000	-	-	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>750 000</b>	<b>5 500 000</b>	<b>5 500 000</b>			
Health and Social Development	Upgrading Of Clinic Dispensaries	712278	015	2 000 000	5 000 000	15 000 000	Region 6	48	New
Health and Social Development	Multipurpose Development Centres	712681	015	500 000	5 000 000	15 000 000	Tshwane Wide	Tshwane Wide	New
Health and Social Development	Upgrade and extension of Zithobeni Clinic	712683	015	10 000 000	10 000 000	-	Region 7	102	New
Health and Social Development	Replacement of Rayton Clinic	712684	015	500 000	500 000	500 000	Region 5	100	New
Health and Social Development	Installation of generators in all LG clinics	712835	001	-	1 000 000	1 000 000	Multi Region	1, 3, 4, 7, 18, 28, 40, 41, 43, 45, 48, 60, 61, 62, 64, 65, 66, 68, 69, 71,72	New
Health and Social Development	Installation of generators in all LG clinics	712835	015	1 000 000			Multi Region	1, 3, 4, 7, 18, 28, 40, 41, 43, 45, 48, 60, 61, 62, 64, 65, 66, 68, 69, 71,72	New
Health and Social Development	Upgrading of ECD centres and Day Care Centre	712691	015	6 000 000	5 000 000	8 000 000	Multi Region	6, 18, 23, 28, 38, 51, 62, 63	New
Health and Social Development	New Soshanguve Clinic	712967	015	10 000 000	-	-	Region 1	88,29,26,27,88	New
Health and Social	Capital Funded from Operating	712756	007	500 000	500 000	500 000	Tshwane	Tshwane Wide	New



Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Development							Wide		
<b>Total</b>				<b>30 500 000</b>	<b>27 000 000</b>	<b>40 000 000</b>			
Housing and Human Settlement	Project Linked Housing - Water Provision	710863	005	330 269 592	263 525 900	278 245 788	Region 2	14, 74	Renewal
Housing and Human Settlement	Sewerage - Low Cost Housing	710864	005	326 272 683	304 529 200	304 529 200	Region 2	74	Renewal
Housing and Human Settlement	Roads & Stormwater - Low Cost Housing	710865	005	71 915 450	109 243 900	135 918 635	Region 1	12, 30, 33, 34, 35, 36, 37, 39	Renewal
Housing and Human Settlement	Project Linked Housing - Acquisition Of Land	710868	005	109 347 039	161 585 650	200 823 027	Region 1	37	Renewal
Housing and Human Settlement	Winterveldt Land Management Program	711489	015	13 000 000	13 000 000	13 000 000	Region 1	9, 12, 22, 24	Renewal
Housing and Human Settlement	Capital Funded from Operating	712757	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>851 304 764</b>	<b>852 384 650</b>	<b>933 016 650</b>			
Information and Communication Technology	One Integrated Transaction Processing System	710213	015	14 300 000	35 000 000	35 000 000	Tshwane Wide	Tshwane Wide	Renewal
Information and Communication Technology	E-Initiative Supporting the Smart City	712554	015	30 000 000	6 000 000	6 000 000	Tshwane Wide	Tshwane Wide	Renewal
Information and Communication Technology	Disaster Recovery System Storage	712950	015	30 000 000	54 500 000	54 500 000	Tshwane Wide	Tshwane Wide	New
Information and Communication Technology	BPC and SCOA	712961	015	17 500 000	-	-	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>91 800 000</b>	<b>95 500 000</b>	<b>95 500 000</b>			
Legal Services	Capital Funded from Operating	712924	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>500 000</b>	<b>500 000</b>	<b>500 000</b>			
Metro Police Services	Purchasing of policing equipment	712500	001	-	5 000 000	5 000 000	Region 3	58	New
Metro Police Services	Purchasing of policing equipment	712500	015	4 000 000	-	-	Region 3	58	New
Metro Police Services	Purchasing of cameras and other relevant equipment for speed law enforcement	711524	001	-	5 000 000	5 000 000	Region 3	Tshwane wide	Renewal
Metro Police Services	Capital Funded from Operating	712752	007	5 000 000	3 550 000	3 860 000	Region 3	Tshwane Wide	New
<b>Total</b>				<b>9 000 000</b>	<b>13 550 000</b>	<b>13 860 000</b>			
Office of the Chief Whip	Capital Funded from Operating	712931	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>500 000</b>	<b>500 000</b>	<b>500 000</b>			
Office of the City Manager	Implementation of Tsosoloso Programme	712533	003	150 000 000	80 739 000	84 883 000	Tshwane Wide	Tshwane Wide	Renewal
Office of the City Manager	Capital Funded from Operating	712758	007	500 000	500 000	500 000	Region 3	80	New
Office of the City Manager	Capital Funded from Operating	712932	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
Office of the City Manager	Capital Funded from Operating	712933	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Office of the City Manager	City Hall Renovations	712960	015	42 700 000	50 000 000	10 000 000	Region 3	60	Renewal
Office of the City Manager	Tshwane House	712965	015	20 000 000	-	-	Region 3	Tshwane Wide	New
Office of the City Manager	Capital Funded from Operating	712934	007	500 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>214 700 000</b>	<b>132 739 000</b>	<b>96 883 000</b>			
Office of the Executive Mayor	Capital Funded from Operating	712930	007	300 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>300 000</b>	<b>500 000</b>	<b>500 000</b>			
Office of the Speaker	Capital Funded from Operating	712772	007	500 000	500 000	500 000	Multi Region	Tshwane Wide	New
<b>Total</b>				<b>500 000</b>	<b>500 000</b>	<b>500 000</b>			
Research and Innovation	Capital Funded from Operating	712927	007	300 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
<b>Total</b>				<b>300 000</b>	<b>500 000</b>	<b>500 000</b>			
Service Delivery and Transformation Management	New Gazankulu clinic	710204	015	10 000 000	10 000 000	-	Region 3	68, 71	New
Service Delivery and Transformation Management	Development of Parks and Traffic Islands (Backlog & New)	710348	016	20 000 000	35 000 000	36 000 000	Tshwane Wide	Tshwane Wide	Renewal
Service Delivery and Transformation Management	Redevelopment Of Hostels: Saulsville(Phase 3b and 4a)	711712	015	25 000 000	25 000 000	20 000 000	Region 3	63	Renewal
Service Delivery and Transformation Management	Redevelopment Of Hostels: Mamelodi	711713	015	25 000 000	25 000 000	20 000 000	Region 6	38, 67	Renewal
Service Delivery and Transformation Management	Development of Tshwane North Cemetery	712809	015	5 000 000	-	-	Region 1	88, 89, 90, 94	New
Service Delivery and Transformation Management	Bulk Containers Metsweding	712830	001	-	4 000 000	4 000 000	Region 7	101, 102, 103, 104, 105	New
Service Delivery and Transformation Management	Bulk Containers Metsweding	712830	015	1 300 000			Region 7	101, 102, 103, 104, 105	New
Service Delivery and Transformation Management	240 Litre Containers Metsweding	712831	001	-	2 200 000	2 200 000	Region 7	101, 102, 103, 104, 105	New
Service Delivery and Transformation Management	240 Litre Containers Metsweding	712831	015	4 300 000			Region 7	101, 102, 103, 104, 105	New
Service Delivery and Transformation Management	1000 Litre Containers Metsweding	712832	001	-	2 200 000	2 200 000	Region 7	101, 102, 103, 104, 105	New
Service Delivery and Transformation Management	Swivel Bins Metsweding	712833	001	-	2 200 000	2 200 000	Region 7	101, 102, 103, 104, 105	New
Service Delivery and Transformation Management	Upgrading of Zithobeni Sport Stadium	712883	015	30 000 000	30 000 000	-	Region 7	100, 101, 103	New
Service Delivery and Transformation Management	Upgrade Refilwe Stadium	712916	015	20 000 000	20 000 000	-	Region 5	100	New
Service Delivery and Transformation Management	Capital Funded from Operating	712926	007	3 750 000	500 000	500 000	Tshwane Wide	Tshwane Wide	New
Service Delivery and Transformation Management	Cullinan Library Park	712936	015	20 000 000	-	-	Region 5	100	New
Service Delivery and	Greening Sportsfields	712941	015	22 000 000	20 000 000	20 000 000	Tshwane	Tshwane Wide	New

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Transformation Management							Wide		
<b>Total</b>				<b>186 350 000</b>	<b>176 100 000</b>	<b>107 100 000</b>			
Service Infrastructure	Upgrading/ Strengthening of Existing Network Schemes	710005	016	4 000 000	4 500 000	6 500 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Payments to Townships for Reticulated Towns	710006	016	3 500 000	4 000 000	4 000 000	Tshwane Wide	1 - 76	Renewal
Service Infrastructure	Township Water Services Developers: Tshwane Contributions	710022	016	2 171 429	-	-	Multi Region	1 - 98	Renewal
Service Infrastructure	Lengthening Of Network & Supply Pipelines	710023	001	-	-	2 400 000	Multi Region	1 - 98	Renewal
Service Infrastructure	Lengthening Of Network & Supply Pipelines	710023	016	5 000 000	1 000 000	-	Multi Region	1 - 98	Renewal
Service Infrastructure	Upgrading Of Networks Where Difficulties Exist	710024	001	-	1 400 000	3 000 000	Multi Region	1 - 98	Renewal
Service Infrastructure	Upgrading Of Networks Where Difficulties Exist	710024	016	3 000 000	-	-	Multi Region	1 - 98	Renewal
Service Infrastructure	Water Supply To Agricultural Holdings	710025	001	-	857 098	3 000 000	Multi Region	1 - 98	Renewal
Service Infrastructure	Water Supply To Agricultural Holdings	710025	016	3 000 000	1 971 429	-	Multi Region	1 - 98	Renewal
Service Infrastructure	Replacement Of Worn Out Network Pipes	710026	001	-	-	26 028 570	Multi Region	1 - 98	Renewal
Service Infrastructure	Replacement Of Worn Out Network Pipes	710026	015	-	20 000 000	-	Multi Region	1 - 98	Renewal
Service Infrastructure	Replacement Of Worn Out Network Pipes	710026	016	15 428 571	6 028 571	-	Multi Region	1 - 98	Renewal
Service Infrastructure	Sub Transmission System Equipment Refurbishment	710163	015	10 000 000	10 000 000	-	Region 3	3, 4, 56, 58, 60, 80, 81, 92	Renewal
Service Infrastructure	11kV Panel Extension In Substations	710164	001	-	-	4 500 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	11kV Panel Extension In Substations	710164	015	8 500 000	4 500 000	-	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Electricity for All	710178	005	260 000 000	38 079 580	40 000 000	Multi Region	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75	Renewal
Service Infrastructure	Electricity for All	710178	006	32 000 000	30 000 000	40 000 000	Multi Region	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75	Renewal
Service Infrastructure	Electricity for All	710178	001	-	24 920 420	31 755 000	Multi Region	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75	Renewal
Service Infrastructure	Electricity for All	710178	015	-	-	57 744 500	Multi Region	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75	Renewal
Service Infrastructure	Communication Upgrade: Optical Fibre net	710325	001	-	-	16 000 000	Tshwane Wide	Tshwane Wide	Renewal

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Service Infrastructure	Communication Upgrade: Optical Fibre net	710325	015	10 000 000	15 000 000	-	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Replacement, Upgrade,Construct Waste Water Treatment Works Facilities	710411	001	-	6 601 006	3 000 000	Multi Region	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65, 66, 69, 70	Renewal
Service Infrastructure	Replacement, Upgrade,Construct Waste Water Treatment Works Facilities	710411	005	44 000 000	-	2 000 000	Multi Region	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65, 66, 69, 70	Renewal
Service Infrastructure	Replacement, Upgrade,Construct Waste Water Treatment Works Facilities	710411	015	101 992 062	153 121 431	208 094 153	Multi Region	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65, 66, 69, 70	Renewal
Service Infrastructure	Strengthening 11kV Cable network	710480	015	15 000 000	15 000 000	22 000 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Strengthening 11kV Overhead Network	710481	015	15 000 000	15 000 000	22 000 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Substations	710484	001	-	5 000 000	5 000 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Substations	710484	015	4 000 000	-	-	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Tshwane Public Lighting Program	710556	005	25 000 000	10 000 000	-	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Tshwane Public Lighting Program	710556	015	15 000 000	30 000 000	30 000 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Refurbishment of Water Networks and Backlog Eradication	710878	005	177 546 236	101 920 420	108 000 000	Region 2	8, 14, 73, 74, 75, 76	Renewal
Service Infrastructure	Refurbishment of Water Networks and Backlog Eradication	710878	015	36 509	66 500 000	104 189 918	Region 2	8, 14, 73, 74, 75, 76	Renewal
Service Infrastructure	Replacement & Upgrading: Redundant Bulk Pipeline Infrastructure	711335	015	59 500 000	20 000 000	24 000 000	Multi Region	1, 19, 20, 26, 29, 33, 35, 37, 39, 53, 58	Renewal
Service Infrastructure	Replacement Of Sewers	711404	001	-	-	816 430	Region 1	2, 4, 19, 20, 21, 22, 26, 27, 29, 30, 31, 32	Renewal
Service Infrastructure	Replacement Of Sewers	711404	015	5 071 429	-	3 971 429	Region 1	2, 4, 19, 20, 21, 22, 26, 27, 29, 30, 31, 32	Renewal
Service Infrastructure	Reduction Water Losses: Water Networks	711542	016	4 000 000	4 000 000	4 000 000	Multi Region	1-98	Renewal
Service Infrastructure	Network Control System Extension	711706	015	10 000 000	12 000 000	11 000 000	Tshwane	Tshwane Wide	Renewal

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
							Wide		
Service Infrastructure	Pre-paid Electricity Meters	711862	015	25 000 000	-	-	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Replacement of Obsolete And non functional Equipment	712006	001	-	10 000 000	10 000 000	Tshwane Wide	1, 29, 34, 52, 54, 60, 65, 69, 70	Renewal
Service Infrastructure	Replacement of Obsolete And non functional Equipment	712006	015	2 500 000	-	-	Tshwane Wide	1, 29, 34, 52, 54, 60, 65, 69, 70	Renewal
Service Infrastructure	Moreletaspruit: Outfall sewer	712121	015	16 500 000	15 000 000	6 000 000	Region 6	41, 42, 43, 44, 45, 46, 47	Renewal
Service Infrastructure	Re-establishment of Waste Water Collection Depots	712123	015	2 500 000	15 000 000	-	Region 1	4, 11, 12, 19, 20, 21, 22, 25, 26, 27, 29, 30, 31, 32, 33, 34, 35, 36	Renewal
Service Infrastructure	Upgrading of Pump Stations	712147	015	-	-	500 000	Multi Region	42, 45, 47, 65, 69, 101	Renewal
Service Infrastructure	New Bulk Infrastrucutre	712279	015	130 000 000	148 378 569	130 000 000	Tshwane Wide	2, 4, 10, 40, 50, 57	New
Service Infrastructure	New Bulk Infrastrucutre	712279	001	-	21 621 476	-	Tshwane Wide	2, 4, 10, 40, 50, 57	New
Service Infrastructure	New Connections	712483	001	-	10 000 000	-	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	New Connections	712483	016	20 000 000	27 000 000	29 000 000	Tshwane Wide	Tshwane Wide	Renewal
Service Infrastructure	Electrification of Winterveld	712492	015	15 000 000	30 000 000	60 000 000	Region 1	9, 12, 24	Renewal
Service Infrastructure	Reservoir Extensions	712534	015	57 500 000	45 000 000	43 000 000	Multi Region	4, 5, 8, 22, 41, 42, 47, 50, 65	New
Service Infrastructure	Energy Efficiency and Demand Side Management	712688	008	10 000 000	10 000 000	15 000 000	Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Capital Funded from Operating	712759	007	3 000 000	3 000 000	3 000 000	Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Replacement of Obsolete Protection and Testing Instruments	712861	001	-	2 000 000	2 000 000	Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Replacement of Obsolete Protection and Testing Instruments	712861	015	1 000 000	-	-	Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Rooiwal Power Station Refurbishment	712862	015	8 000 000	2 000 000	-	Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Laudium Secondary Network Upgrade Project	712871	015	2 500 000	-	-	Region 4	61, 66	New
Service Infrastructure	Tshwane Electricity Control Room Reconfiguration	712872	015	5 000 000	5 000 000	5 000 000	Multi Region	1-92	New
Service Infrastructure	Bulk Sewer Supply- Franspoort	712876	005	1 500 000	-	-	Region 5	99	New
Service Infrastructure	Substation Peripheral Equipment Programme	712906	001	-	15 000 000	12 000 000	Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Substation Peripheral Equipment Programme	712906	015	6 000 000			Tshwane Wide	Tshwane Wide	New
Service Infrastructure	Electricity vending infrastructure	712908	015	2 500 000	5 000 000	5 000 000	Tshwane Wide	Tshwane Wide	New

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
<b>Total</b>				<b>1 141 246 236</b>	<b>965 400 000</b>	<b>1 103 500 000</b>			
Sports and Recreation	Capital Funded from Operating	712773	007	4 500 000	4 500 000	4 500 000	Multi Region	Tshwane Wide	New
Sports and Recreation	Capital Funded from Operating	712773	013	3 129 000	5 000 000	5 500 000	Multi Region	Tshwane Wide	New
<b>Total</b>				<b>7 629 000</b>	<b>9 500 000</b>	<b>10 000 000</b>			
Transport	Contributions: Services For Township Development	710115	015	3 000 000	20 000 000	15 300 000	Region 2	5, 50	New
Transport	Essential/Unforeseen Stormwater Drainage Problems	710116	015	-	20 000 000	20 000 000	Multi Region	1, 42	Renewal
Transport	Apies River: Canal Upgrading, Pretoria Central	710117	015	-	1 000 000	1 000 000	Region 3	59	Renewal
Transport	Concrete Canal: Sam Malema Road, Winterveldt	710128	015	-	1 000 000	4 000 000	Region 2	9, 34	New
Transport	Major Stormwater System, Mamelodi X 8	710129	005	-	2 000 000	15 000 000	Region 6	17	New
Transport	Major Stormwater Systems: Klip/Kruisfontein	710143	005	-	20 000 000	20 000 000	Region 1	19, 20, 21, 22	New
Transport	Replacement Of Traffic Signs	710221	015	-	8 000 000	10 000 000	Tshwane Wide	Tshwane Wide	Renewal
Transport	Rehabilitation Of Bridges	710223	015	-	300 000	1 000 000	Tshwane Wide	Tshwane Wide	Renewal
Transport	Traffic Calming And Pedestrian Safety For Tshwane	710229	015	10 000 000	11 000 000	12 900 000	Tshwane Wide	Tshwane Wide	New
Transport	Traffic Lights/Traffic Signal System	710395	015	5 000 000	11 000 000	11 000 000	Tshwane Wide	3, 4, 11, 40, 42, 45, 51, 55, 57, 6, 69, 70,	Renewal
Transport	Mateteng Main Transport Route, Stinkwater	710597	015	-	100 000	-	Region 2	8, 13, 14, 95	Renewal
Transport	Shova Kalula Bicycle Project	710609	015	-	10 000 000	10 000 000	Multi Region	18, 23, 28, 48	Renewal
Transport	Mabopane Station Modal Interchange	710657	015	18 000 000	-	-	Region 1	29	Renewal
Transport	Rehabilitation Of Roads	710902	015	-	20 000 000	20 000 000	Multi Region	1, 3, 4, 5, 7, 20, 24, 29, 30, 39, 48, 50, 55, 56, 57, 58, 59, 60, 61, 64, 65, 66, 69, 70, 73, 74, 75	Renewal
Transport	Real Rover Road To Serapeng Road	710936	015	8 000 000	10 000 000	-	Region 6	15, 18, 23, 40	Renewal
Transport	Block W - Stormwater Drainage	711164	005	-	10 000 000	17 500 000	Region 1	25	New
Transport	Block W - Stormwater Drainage	711164	015	-	1 000 000	-	Region 1	25	New
Transport	Stormwater Drainage Mahube Valley	711213	005	-	-	25 000 000	Region 6	10, 17	New
Transport	Stormwater Drainage Mahube Valley	711213	015	-	5 000 000	-	Region 6	10, 17	New
Transport	Magriet Monamodi Stormwater System	711262	015	-	5 000 000	-	Region 2	74, 75	New
Transport	Magriet Monamodi Stormwater System	711262	005	-	-	10 000 000	Region 2	74, 75	New
Transport	Major S/ Water Drainage System: Mateteng	711264	015	-	-	100 000	Region 2	8, 95	New
Transport	Hartebeest Spruit: Canal Upgrading	711265	015	3 000 000	3 000 000	-	Region 3	42, 56	New
Transport	Montana Spruit: Channel Improvements	711268	015	-	2 000 000	13 000 000	Region 2	5, 87	New
Transport	Major Stormwater Drainage System: Majaneng	711273	005	-	15 000 000	15 000 000	Region 2	74, 75	New
Transport	Major Stormwater Drainage Channels: Ga-Rankuwa	711284	005	-	15 000 000	20 000 000	Region 1	30, 31, 32	New
Transport	Stormwater Drainage Systems In Ga-Rankuwa View	711285	005	-	15 000 000	30 000 000	Region 1	30, 31, 32	New

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Transport	Olievenhoutbosch Activity Spine	711325	015	-	-	1 000 000	Region 4	64, 65	Renewal
Transport	Doubling Of Simon Vermooten	711800	002	136 000 000	25 000 000	-	Region 6	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 41, 43, 44, 46, 67	New
Transport	Internal Roads: Northern Areas	711863	001	-	112 900 000	211 100 000	Region 1	19, 20, 21, 22, 30, 31, 32	New
Transport	Internal Roads: Northern Areas	711863	005	97 599 000	255 376 350	150 000 000	Region 1	19, 20, 21, 22, 30, 31, 32	New
Transport	Internal Roads: Northern Areas	711863	015	301 651 000	24 700 000	-	Region 1	19, 20, 21, 22, 30, 31, 32	New
Transport	Internal Roads: Northern Areas	711863	016				Region 1	19, 20, 21, 22, 30, 31, 32	New
Transport	Centurion Lake And Kaal Spruit	712217	015	-	3 000 000	20 000 000	Region 4	57, 65, 69	New
Transport	Flooding Backlogs: Stinkwater & New Eersterust Area	712219	005	-	-	10 000 000	Region 2	8, 13, 95	New
Transport	Flooding Backlogs: Stinkwater & New Eersterust Area	712219	015	-	5 000 000	-	Region 2	8, 13, 95	New
Transport	Flooding Backlogs: Sosh & Winterveldt Area	712220	005	26 000 000	115 000 000	100 000 000	Region 1	11, 26, 29, 88, 94, 25, 33, 12	New
Transport	Flooding Backlogs: Sosh & Winterveldt Area	712220	015	127 349 000	-	-	Region 1	11, 26, 29, 88, 94, 25, 33, 12	New
Transport	Flooding Backlogs: Mabopane Area	712221	005	-	15 000 000	15 000 000	Region 1	19, 20, 21, 22	Renewal
Transport	Flooding Backlogs: Mamelodi, Eersterust & Pta Eastern Area	712223	005	-	25 000 000	25 000 000	Region 6	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 67, 97, 99	New
Transport	Flooding Backlogs: Mamelodi, Eersterust & Pta Eastern Area	712223	015	19 000 000	-	-	Region 6	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 67, 97, 99	New
Transport	Traffic Flow Improvement at Intersections	712502	015	-	5 000 000	5 000 000	Region 2	50	Renewal
Transport	Flooding backlog: Network 3, Kudube Unit 11	712503	005	-	-	5 000 000	Region 2	75	New
Transport	Flooding backlog: Network 3, Kudube Unit 11	712503	015	-	300 000	-	Region 2	75	New
Transport	Flooding backlog: Network 2F, Kudube Unit 6	712504	015	-	12 000 000	15 000 000	Region 2	8, 74, 75, 76	New
Transport	Flooding backlog: Network 5A, Matanteng	712506	005	-	-	10 000 000	Region 2	8, 13, 95	New
Transport	Flooding backlog: Network 5A, Matanteng	712506	015	2 000 000	5 000 000	-	Region 2	8, 13, 95	New
Transport	Flooding backlog: Network 2H, Kudube Unit 7	712507	015	-	5 000 000	10 000 000	Region 2	8, 13, 74, 75, 76	New
Transport	Flooding backlog: Network C5, C6, C11 & C13, Atteridgeville	712511	005	-	15 000 000	9 976 350	Region 3	62, 63	New
Transport	Flooding backlog: Network C5, C6, C11 & C13, Atteridgeville	712511	015	-	-	5 000 000	Region 3	62, 63	New
Transport	Flooding backlog: Network 5D, Mandela Village Unit 12	712512	015	-	-	100 000	Region 2	73	New
Transport	Flooding Backlogs: Soshanguve South & Akasia Area	712513	015	18 000 000	15 000 000	15 000 000	Region 1	19, 20, 21, 22	New

Strategic Units	Project Name	Project Number	Fund Code	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Regions	Benefit Ward	New or Renewal
Transport	Flooding Backlogs: Olievenhoutbosch & Centurion Area	712514	015	-	500 000	5 000 000	Region 4	7, 48, 57, 61, 64, 65, 66, 69, 70	New
Transport	Flooding backlog: Network 2B, Ramotse	712515	005	-	-	20 000 000	Region 2	73	New
Transport	Flooding backlog: Network 2B, Ramotse	712515	015	800 000	20 000 000	-	Region 2	73	New
Transport	Flooding backlog: Network 2D, New Eersterust x 2	712516	005	-	10 000 000	10 000 000	Region 2	8, 13, 95	New
Transport	Flooding backlog: Drainage canals along Hans Strydom Dr, Mamelodi x 4 and 5	712518	015	-	100 000	7 000 000	Region 6	10, 15, 16, 18, 40, 97, 99	New
Transport	Flooding backlog: Network 1A, 1C & 1F, Ramotse	712520	015	-	10 000 000	10 000 000	Region 2	73, 75	New
Transport	Collector Road Backlogs: Mamelodi	712521	015	17 500 000	-	-	Region 6	86	New
Transport	Collector Road Backlogs: Atteridgeville	712522	015	-	100 000	5 000 000	Region 3	62	New
Transport	Flooding backlog: Network 3A, Kudube Unit 9	712523	015	-	200 000	10 000 000	Region 2	73, 74, 75, 99	Renewal
Transport	Upgrading of Maunde	712544	015	6 000 000	100 000	-	Region 3	3, 51, 62, 68, 72	Renewal
Transport	Giant Stadium: Buitekant Street	712545	015	-	-	100 000	Region 1	20, 35	Renewal
Transport	CBD and surrounding areas (BRT) -(Transport Infrastructure)	712591	002	731 571 000	775 000 000	812 300 000	Multi Region	Tshwane Wide	New
Transport	Upgrading of Mabopane Roads (red soils)	712611	005	-	20 000 000	20 000 000	Region 1	19, 20, 21, 22	New
Transport	Upgrading of Sibande Street, Mamelodi	712612	015	-	100 000	5 000 000	Region 6	6,23	New
Transport	Upgrading of Sibande Street, Mamelodi	712612	005	-	100 000	5 000 000	Region 6	6,24	New
Transport	Capital Funded from Operating	712760	007	3 000 000	3 000 000	3 000 000	Tshwane Wide	Tshwane Wide	New
Transport	Upgrading of Road from gravel to tar in Ekangala Ward 11 & 12	712895	015	3 000 000	-	-	Region 7	103 and 104	New
Transport	Rainbow Junction and Rehabilitation of the Apies River	712920	015	10 000 000	-	-	Tshwane Wide	Tshwane Wide	New
Transport	Upgrading of roads and stormwater systems in Refilwe	712944	015	-	6 000 000	4 000 000	Region 5	99,100	New
Transport	Upgrading of roads and stormwater systems in Rayton	712945	015	1 000 000	8 000 000	6 000 000	Region 5	100	Renewal
Transport	Upgrading of roads and stormwater systems in Cullinan	712946	015	1 000 000	8 000 000	6 000 000	Region 5	100	Renewal
Transport	Improvement of dirt road leading to Clover hill club, Bronkhortspruit dam	712947	015	1 000 000	3 000 000	3 000 000	Region 7	102	Renewal
Transport	Upgrading of Garsfontein road	712956	018	12 000 000	-	-	Region 6	41, 42, 43, 44, 45, 46, 47, 52, 53, 54, 57, 58, 79, 83, 84, 86	Renewal
<b>Total</b>				<b>1 561 470 000</b>	<b>1 707 876 350</b>	<b>1 809 376 350</b>			
				<b>4 167 986 756</b>	<b>4 085 000 000</b>	<b>4 314 986 000</b>			



## 9. PERFORMANCE MANAGEMENT

### Introduction

The purpose of the performance management chapter is to describe the performance management system in the City of Tshwane, and the City's approach to ensure that the objectives of the IDP are realised.

This chapter addresses the following areas:

- The model of performance management used in the City of Tshwane
- Plans and the alignment of targets and indicators
- Monitoring and evaluation
- Auditing of performance
- Tools for performance management
- Roles and responsibilities related to performance management

### Legislative environment governing performance management

Various pieces of legislation exist to govern the performance management of local government. This includes:

- The Municipal Systems Act, (Act 32 of 2000) (MSA);
- The Municipal Planning and Performance Management Regulations, 2001 (MPPMR);
- The Municipal Finance Management Act, (Act 53 of 2003) (MFMA), and
- The Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers, 2006.

The City's performance management with regard to each of these Acts is summarised below.

*Municipal Systems Act, (Act 32 of 2000):* The City's IDP contains five-year IDP sub programmes which include key performance indicators (KPI) and targets to measure progress over the medium- and short-term. The IDP contains an annual performance targets that determines targets to assess implementation progress on a year-to-year basis.

These KPIs and targets are translated into business plans to inform expected city-wide, departmental and individual performance outputs. The City's performance is monitored and reviewed on a quarterly and annual basis, informed by the achievement reports on the identified organisational, departmental and individual performance plans.

*Municipal planning and Performance Management Regulations, 2001:* As required by the 2001 Regulations, the City's PMS allows for reporting to Council on a quarterly basis. The quarterly reports are prepared for the purpose of identifying performance achievements and gaps, based on the set IDP indicators.

In enhancing performance monitoring, measurement and review, the City has an internal audit committee who is responsible for auditing the results of performance measurements. In addition, the City has a performance audit committee (JPAC) who considers the quarterly performance audit reports and reviews of the City's PMS to recommend improvements.

*Municipal Finance Management Act, (Act 56 of 2003) (MFMA):* As part of the reporting processes, in addition to quarterly reports, the City compiles midyear and annual reports on service delivery performance related to the achievement of targets and indicators. All the quarterly Service Delivery and Budget Implementation Plan reports are prepared and submitted to the provincial and national treasuries and the Department of Local Government and Housing.

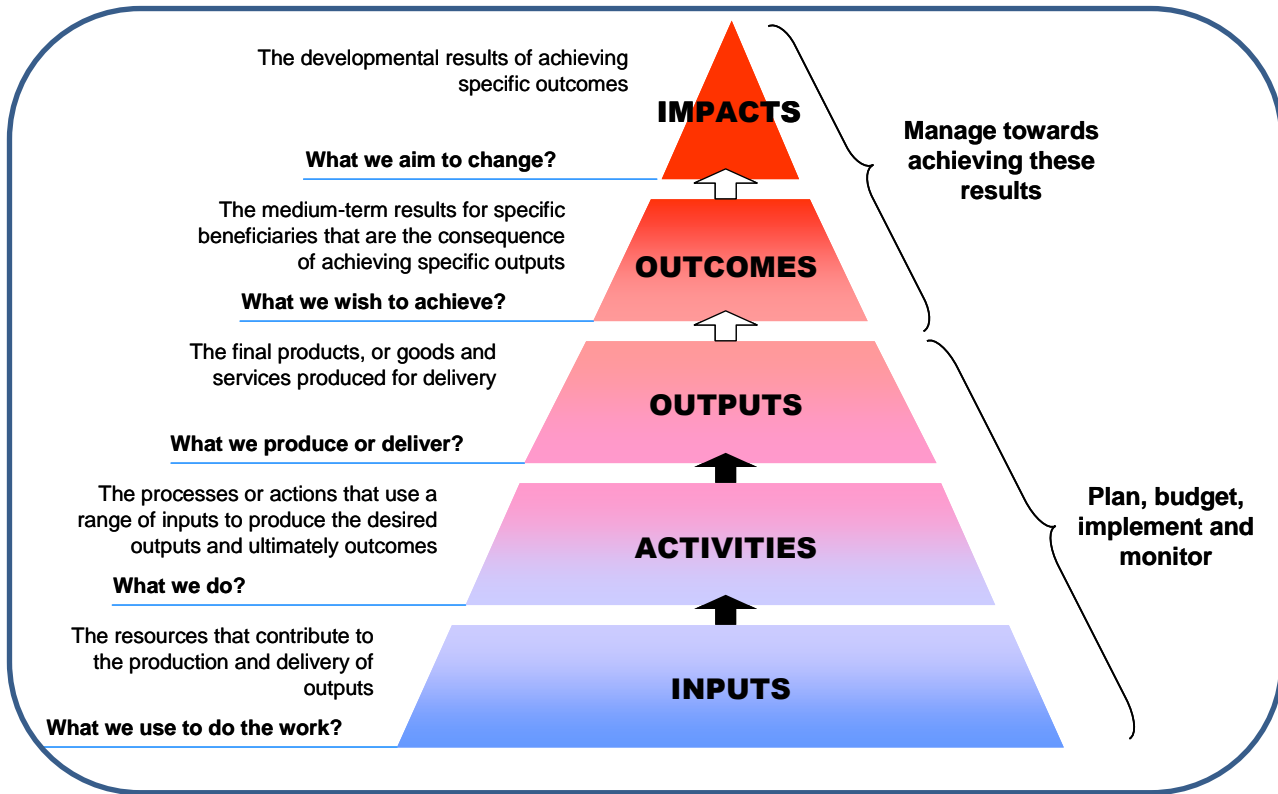
In terms of annual reporting, annual reports have been prepared and published on the City's website and submitted to the Auditor General as required.

*Local government municipal performance regulations for municipal managers and managers directly accountable to municipal managers, 2006:* In accordance with the 2006 regulations, the appointment of all Section 56 employees is in terms of written employment contracts and subject to the signing of performance agreements, which are submitted to the MEC for local government, as well as the national minister.

## **The model of performance management**

The City of Tshwane implements the 'Outcomes Performance Management System' aligned with National governments approach to planning and performance management. The outcomes approach ensures that the City's plans are driven by strategic outcomes, and that resources are allocated accordingly. In other words, the outcomes approach forces alignment between inputs, outputs, outcomes and impacts, and enables measurement of efficiency, effectiveness, economy and equity. The diagram below illustrates the logic process of the outcomes approach.

**Figure 9.1: Performance Management Outcomes Approach**



The City of Tshwane approved a long term strategy; i.e. Tshwane vision 2055 in August 2013. The Tshwane Vision 2055 sets out 6 outcomes that are aligned to the National Development Plan and that are to be achieved over 4 decades. The City is currently in the process of reviewing its performance management framework in order to ensure that the outcomes in Tshwane Vision 2055 are effectively planned for, monitored and reported on.

### **Plans and the alignment of targets and indicators**

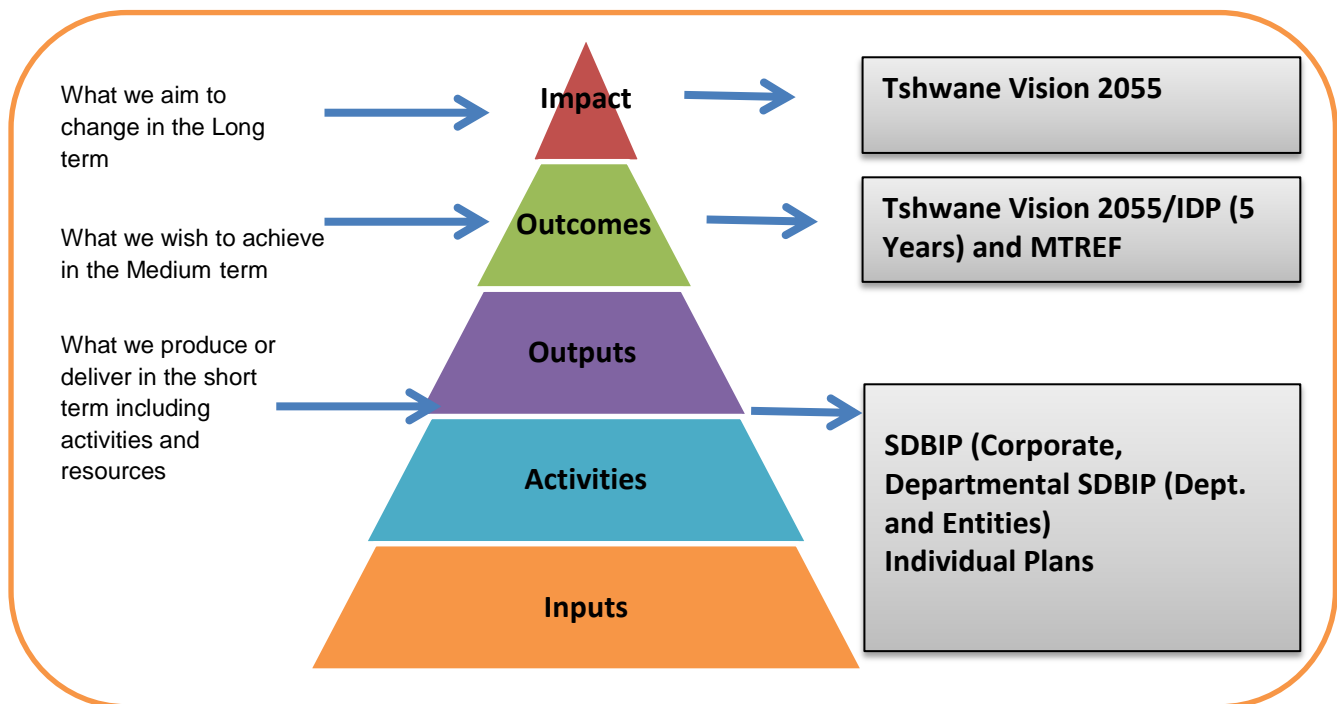
The IDP is an important instrument that sets out how the Tshwane Vision 2055 will be achieved over the four decades of game changing. The diagram below illustrates the alignment between the key plans of the City in relation to outcomes performance management.

Of note are the following:

- The Tshwane Vision 2055 sets out 6 outcomes that are measured by impact and outcome measures.
- The IDP sets out 5 year outcomes that contribute to the longer term Tshwane Vision 2055.

- The Service Delivery and Budget Implementation Plan (SDBIP) is developed annually, and sets out annual output measures that contribute towards the achievement of the IDP outcomes.
- Departmental SDBIPs are developed annually, and set out specific departmental level outputs that contribute towards the achievement of the city's SDBIP.
- Individual performance plans and agreements are developed annually based on:
  - The IDP outcomes;
  - The SDBIP outputs; and
 Departmental SDBIP outputs

**Figure 9.1: Outcome Based Approach**



The effectiveness of the City's performance management system is dependent on the quality of the plans of the City. Therefore, the planning aspect of performance management processes in the City is focused on ensuring alignment between the hierarchy of plans listed above, through the planned outcomes, outputs, targets and indicators, and ensuring that indicators are reliable, well defined, verifiable, cost effective, appropriate and relevant, and that targets are specific, measurable, achievable, relevant and time-bound.

### **General Key Performance Indicators**

General KPIs are defined in the Municipal Planning and Performance Regulations 2001. The general KPIs have been incorporated in the various levels of plans of the City, where possible and relevant. However, the following should be noted:

- Policy changes at the national and provincial spheres of government; and
- Continuous improvements and developments in the sphere of compulsory indicators for local government require a review of the general KPIs.

In addition, the City's approach to planning requires that projects planned in the SDBIP must achieve the planned targets in the SDBIP and the planned outcomes in the IDP. Further, that all indicators and targets at various levels of planning must be supported by concise systems descriptions<sup>7</sup>.

The community is predominantly involved in the planning processes through the IDP consultation mechanisms. To prevent and mitigate risks of not achieving the planned outcomes listed in the IDP, the City implements risk planning in the process of developing the hierarchy of plans. As part of the review of the performance management framework, the City will be developing operating procedures for planning.

## Monitoring and evaluation

Monitoring and evaluation are critical part of the performance management system and enables performance improvement. Monitoring and evaluation are intimately related. Both are necessary management tools to inform decision-making and demonstrate accountability. Evaluation is not a substitute for monitoring nor is monitoring a substitute for evaluation. They may use the same steps (as listed below) however; they produce different kinds of information (UNFPA, 2004).

The UNFPA, 2004 defines monitoring and evaluation as follows:

- **Monitoring** continuously tracks performance against what was planned by collecting and analysing data on the indicators established for monitoring and evaluation purposes. It provides continuous information on whether progress is being made toward achieving results (outputs, outcomes) through record keeping and regular reporting systems. Monitoring looks at both programme processes and changes in conditions of target groups and institutions brought about by programme activities. It also identifies strengths and weaknesses in a programme. The performance information generated from monitoring enhances learning from experience and improves decision-making.
- **Evaluation** is a periodic, in-depth analysis of programme performance. It relies on data generated through monitoring activities as well as information obtained from other sources (e.g., studies, research, in-depth interviews, focus group discussions, surveys etc.). The characteristic of monitoring and evaluation are discussed in the table below.

The table below shows the characteristics of monitoring and evaluation as developed by UNICEF

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<sup>7</sup> A description of the indicator detailed among others how it is measured, the source of information for reporting, the frequency of data collection and the means of verification.

**Table 9.1: Characteristics of monitoring and evaluation (UNICEF, 1991. WFP, May 2000)**

Monitoring	Evaluation
Continuous	Periodic: at important milestones such as the mid-term of programme implementation; at the end or a substantial period after programme conclusion
Keeps track; oversight; analyses and documents progress	In-depth analysis; Compares planned with actual achievements
Focuses on inputs, activities, outputs, implementation processes, continued relevance, likely results at outcome level	Focuses on outputs in relation to inputs; results in relation to cost; processes used to achieve results; overall relevance; impact; and sustainability
Answers what activities were implemented and results achieved	Answers why and how results were achieved. Contributes to building theories and models for change
Alerts managers to problems and provides options for corrective actions	Provides managers with strategy and policy options
Self-assessment by programme managers, supervisors, community stakeholders, and donors	Internal and/or external analysis by programme managers, supervisors, community stakeholders, donors, and/or external evaluators

## Monitoring, Reviewing and Reporting

Monitoring continuously tracks performance against what was planned by collecting and analysing data on the indicators established for monitoring and evaluation purposes. It provides continuous information on whether progress is being made toward achieving results (outputs, outcomes) through record keeping and regular reporting systems,(UNFPA, 2004).

Continuous monitoring and periodic reporting against the indicators and targets set in the different plans of the city is crucial during the implementation of the plans to measure progress against planned results. A result, according to UNFPA, 2004 is a describable/ measurable change in state that is derived from the effects of generated programmes. There are three types of results (see table below) and these have already been discussed in the performance planning process, these include outputs, outcomes and Impacts.

**Table 9.2: Definition of three results**

Term	Definition
Outputs	<ul style="list-style-type: none"> <li>The final products, or goods and services produced for delivery.</li> <li>Outputs may be defined as what we produce of deliver.</li> <li>Products and services that result from the completion of activities within a development intervention. (UNFPA, Toolkit 1, 2004)</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>The intended or achieved short and medium-term effects of an intervention's Outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact (UNFPA, Toolkit 1, 2004).</li> <li>The medium term results for specific beneficiaries that are the consequence of achieving specific outputs.</li> <li>Outcomes should relate clearly to an institutions strategic goal and objectives set out in its plans.</li> <li>Outcomes are what we wish to achieve.</li> </ul>
Impacts	<ul style="list-style-type: none"> <li>The results of achieving specific outcomes, such as reducing poverty and creating jobs.</li> <li>Positive and negative long term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or Unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. (UNFPA, Toolkit 1, 2004)</li> </ul>

The City of Tshwane monitors implementation of plans at various levels of the organisation. However, for the purposes of monitoring and reporting on progress against planned targets and projects in the IDP and SDBIP the following is done:

- Monthly and quarterly reporting on the finances of the City.
- Monthly reporting of departments on the departmental SDBIPs, projects and corporate SDBIP targets.
- Quarterly reporting of departments on the departmental SDBIPs, projects and corporate SDBIP targets.
- Monthly and quarterly coaching and individual performance assessments against individual performance plans.
- Annual review of individual performance in relation to the annual performance results of the City and the AG report.
- Quarterly submission of evidence of reported performance.
- Quarterly reporting of performance results to Council through the council systems.
- Quarterly reporting of performance results to external stakeholders such as National Treasury.
- Mid-year and annual reporting of performance results to Council and to external stakeholders.

Communities are provided feedback on performance against the IDP in the following ways:

- Mayoral Imbizo
- Quarterly reports to ward committees via ward councillors after reports have served at council
- IDP engagement processes

Management and exception reports are developed monthly, and engagements take place with departments in order to address reasons for under-performance, corrective measures and quality of reports.

Service delivery outcomes must be assessed together with the financial dimension of performance. Currently some aspects of this work is done through performance monitoring and reporting, where an assessment is done on whether the planned outcomes in the IDP have been achieved (effectiveness). Further refinement of this aspect of performance management, including how and when evaluation will further unfold will be addressed in the performance management framework that is currently being reviewed.

### **Auditing of Performance**

Reported performance results are audited quarterly. In order to ensure integrity of the reported performance results, all departments are required to submit evidence of reported performance against the SDBIP targets and projects, and departmental SDBIPs. The quality of evidence is weighed against the 8 dimensions of quality from SASQAF (South African Statistical Quality Assessment Framework, 2010) and the AGSA criteria for auditing.

**Table 9.3: AGSA Criteria**

Main Criteria	Sub-Criteria	Explanation of Audit Criteria
<b>Compliance with reporting requirements</b>	<b>Existence</b>	Objectives indicators and targets must be predetermined and performance information must be reported against them
	<b>Timeliness</b>	Performance information must be reported within two months after year end
	<b>Presentation</b>	Performance information must be reported using the National Treasury guidelines
		Actual performance information in tables and narrative in annual report must be consistent
		Material differences between actual and planned performance must be explained
<b>Reliability</b>	<b>Validity</b>	Actual reported performance has occurred and pertains to the entity
	<b>Accuracy</b>	Amounts, numbers and other data relating to reported actual performance have been recorded and reported appropriately
	<b>Completeness</b>	All actual results and events that should have been recorded have been included in the annual performance report
<b>Usefulness</b>	<b>Measurability</b>	Objectives must be measurable by means of indicators and targets
		Indicators should be well defined and verifiable while targets should adhere to the SMART criteria

Evidence files are centralised in the City Strategies and Performance Management department, and are accessed by either Internal Audit or the Auditor General through strict protocols for purposes of annual external audit.

The City has established Operation Clean Audit Committees in order to ensure that matters raised by the Auditor General are addressed, and to prevent further audit findings. The technical OPCA (operational clean audit) committee meets every two weeks to track and monitor audit related matters on both the annual financial statements and the audit of predetermined objectives.

Audit reports are submitted to the Audit and Performance Committee and to Council. Further, the audited quarterly performance reports, the annual report and the annual financial statements are submitted to the Audit and Performance Committee and to Council.

Council may refer reports to the Municipal Public Accounts Committee (MPAC) for oversight. Further refinement of this aspect of performance management will take place through the review of the performance management framework of the City that is currently underway.

## **Tools for performance management**

The City of Tshwane has implemented an electronic reporting system called QPR. Departments report on their departmental SDBIP targets, corporate SDBIP targets and their capital projects on this system. The IDP outcomes results are calculated on the system, and



management information is extracted for various stakeholders. Access to the system is controlled through strict protocols and all users are required to be trained to use the system. All heads of departments are required to sign off data that is reported by their departments on the system.

## Roles and responsibilities for performance management

Performance management in the City of Tshwane is contributed to by a range of stakeholders. Below is a summary of key role-players.

The City Strategies and Performance Management department within the Strategy Development and Implementation Cluster is responsible to assist the City Manager coordinate the following:

- The development of the IDP
- The development of the corporate SDBIP
- Departmental SDBIP development
- Organisational performance management and preparation of audit of predetermined objectives

The **Corporate and Shared Services** department assists the City Manager to manage the process of individual performance management for all levels of employees.

The **Office of the Executive Mayor** tracks and monitors mayoral commitments and priorities in addition to those on the IDP and SDBIP.

The **Chief Financial Officer** ensures the development of a credible budget to fund the IDP and SDBIP and monitors and reports on the financial performance of the City.

The table below lists specific stakeholders and their roles in the performance processes in the City of Tshwane.

**Table 9.4: Stakeholders in performance processes**

Stakeholders	Involvement
Executive Mayor	<ul style="list-style-type: none"> <li>– Oversight and strategic direction and ensures service delivery approach to the planning and hence the performance system</li> <li>– Setting a long term vision</li> <li>– Setting key strategic direction</li> <li>– Develop the IDP</li> <li>– Approve the SDBIP developed by City manager</li> <li>– Ensure that the IDP contains performance framework and input, output and outcome indicators</li> <li>– Must report to council on the performance on the IDP and SDBIP-quarterly and annually</li> </ul>
Mayoral Committee and Mayoral Sub- Committee	<ul style="list-style-type: none"> <li>– Supports the Mayor</li> <li>– Depending on systems of delegations will assist the mayor with the IDP development and oversight of the performance on the SDBIP and IDP</li> <li>– Assists with decision making on performance reports that are then forwarded to Council</li> </ul>
Section 79 oversight committees	<ul style="list-style-type: none"> <li>– Oversight on behalf of Council</li> </ul>

Stakeholders	Involvement
	<ul style="list-style-type: none"> <li>– Monitor performance of the mayor on the implementation of the IDP and budget</li> <li>– Oversight to ensure that the performance management system complies with legislative requirements.</li> </ul>
Audit and performance committee	<ul style="list-style-type: none"> <li>– A committee of council that should report to council at least each quarter</li> <li>– Audits the planning and performance management system</li> <li>– Oversight on performance, especially on compliance to audit criteria</li> <li>– Advises the municipal manager on improvements</li> </ul>
Council	<ul style="list-style-type: none"> <li>– Approve the IDP and the MTREF</li> <li>– Approve the adjusted SDBIP</li> <li>– Approve any amendments to the IDP and adjustments of the budget</li> <li>– Approve the performance management system as part of the IDP</li> <li>– Receive performance reports of the mayor and monitors performance of the mayor and administration</li> <li>– Submit reports to MPAC and other oversight committees, for oversight</li> </ul>
MPAC	<ul style="list-style-type: none"> <li>– Council Oversight on IDP, Annual Report, Financial Statements and other functions delegated by Council</li> </ul>
Municipal Manager	<ul style="list-style-type: none"> <li>– Assist the mayor to develop the IDP</li> <li>– Ensure that all senior managers sign performance agreements aligned with the IDP and SDBIP</li> <li>– Develop the SDBIP within the legislated timeframes and submit to the mayor for approval</li> <li>– Monitor performance of departments on the implementation of the budget and IDP</li> <li>– Report to the mayor on the implementation of the SDBIP, IDP and MTREF</li> <li>– Accountable to the mayor and mayoral committee</li> </ul>
Direct reports to the city manager- Deputy City managers and SED's and Technical Clusters	<ul style="list-style-type: none"> <li>– Develop departmental SDBIPs</li> <li>– Contribute to development of IDP and SDBIP</li> <li>– Implement approved plans</li> <li>– Report monthly on the implementation of approved plans</li> <li>– Manage their departments performance and implement correct measures</li> <li>– Sign performance agreements with the City Manager</li> <li>– Sign performance agreements with direct reports and ensure that direct reports have operational plans that are reported on</li> </ul>
Staff and employees	<ul style="list-style-type: none"> <li>– Implement plans according to delegations</li> <li>– Sign and implement performance agreements</li> <li>– Report monthly on implementation</li> </ul>
Internal Audit	<ul style="list-style-type: none"> <li>– Assess the functionality, effectiveness and legal compliance of the PMS</li> <li>– Audit the PMS to ensure that measures are reliable and useful</li> <li>– Prepare the institution for audit by the AG</li> <li>– Test alignment of the operational plans with the strategic plans of the city</li> </ul>
Auditor General	<ul style="list-style-type: none"> <li>– Test the financial and performance reports of the municipality for reliability, usefulness, and legislative compliance</li> <li>– Assist municipalities to comply with clean audit criteria</li> <li>– Report to parliament on the performance of government entities</li> </ul>
National and Provincial Spheres of Government	<ul style="list-style-type: none"> <li>– Function as legislated in the MSA and MFMA</li> </ul>
Ward Committees, councillors and stakeholder forums	<ul style="list-style-type: none"> <li>– Participate in the IDP, performance management and MTREF processes</li> <li>– Inform priority setting</li> <li>– Monitor implementation of the plans of the city as committed- e.g. the implementation of IDP projects committed to a specific ward</li> </ul>
Citizens and Communities	<ul style="list-style-type: none"> <li>– Be consulted on needs. Develop the long term vision for the area. Influence the identification of priorities. Influence the choice of indicators and setting of targets</li> </ul>

## Towards an Improved Performance Monitoring and Evaluation

Performance Management in the city continues to evolve. It is a critical tool for measuring the City's progress against its short and medium term goals as well as the long term outcomes of the city. The city will continue to strengthen this tool for individual performance, institutional performance and to monitor and evaluate itself against its long term goals.

Tshwane Vision 2055 as approved by Council has outlined the key outcomes for the long term with specific actions for implementation during the Four Decades leading up to 2055. Against this, monitoring and evaluation of the long term plans need to be an inherent part of improvements and accounting processes of the City. To do this, the City is currently developing a Performance Management Framework which is aimed at ensuring the above and to assign distinct roles and responsibilities in the monitoring and evaluation process. The Framework will further align the organisational and individual performance.

### City of Tshwane Performance Scorecard for 2014/15

This section outlines the key indicators and targets for the 2014/15 financial year. These serve as a performance contract of the City for the remainder of the Council term. The indicators and targets outlined below should be read together with the SDBIP for 2014/15. The link between the sets of plans is highlighted in the table below.

**Table 9.5: IDP and SDBIP Alignment**

Strategic Objective 1: Provide Sustainable Service Infrastructure and human Settlement Management		
Outcome	IDP Indicator	SDBIP Indicator
Improved access to basic services re: water, sanitation, electricity and waste removal	% of households with access to water (metered connection)	Nr of hh provided with a full serviced water metered connection (Backlog eradication in formalised areas)
	% of total households in formalised areas with access to weekly waste removal services <sup>8</sup>	Nr of households with access to weekly kerbside removal (240l & 85l)
	% of households with access to sanitation	Nr of hh provided with a sanitation service
	% of households with access to electricity	Nr of electricity connections provided in formalised areas (including ESKOM areas)
		Nr of completed houses electrified to eradicate backlogs (EFA) including ESKOM areas (formal infill and informal)
Reducing demand in services relying on natural resources	% reduction of non-revenue water (NRW)	% reduction in non-revenue water (NRW)
	% average of annual non-revenue energy (NRE)	% of reduction in unaccounted for electricity (Annual Target)
Improve mobility through provision of roads, storm water and public transport	% of completed TRT Bus way lanes constructed	% of completed TRT Bus way lanes constructed

<sup>8</sup>In 2013/14 the City provided weekly kerbside waste removal services to 691 612 hh in formalized areas. The city will provide 701 852 hh with the same service during the 2014/15 FY.

		Nr of Trunk Stations provided
		Nr of TRT Depots or Layovers provided
		Nr of Feeder Stops provided
		Km of NMT Facilities provided
	% of required municipal storm water drainage network provided	Total length of stormwater drainage system in the proclaimed areas provided to the full level of service (km)
	% of roads provided to the required standard (km)	Km of roads developed to the required standards
Upgrading of informal settlements	% of hh in Informal settlements with access to basic services	Nr of hh in informal settlements receiving any of the basic rudimentary services (water, sanitation and waste removal)
		Nr of informal settlements formalised
Incremental approach towards sustainable settlements	% of informal households that benefited from formalisation	Nr of informal hh that benefited from formalization
Diversification of city facilitated housing typologies)	Nr of Community Residential Units developed	Nr of Community Residential Units developed

Strategic Objective 2: Promote Shared Economic Growth and Job Creation		
Outcome	IDP Indicator	SDBIP Indicator
Facilitate economic growth that is labour absorptive	Nr of new income earning opportunities facilitated by the city	Nr of new income earning opportunities facilitated by the city
	Rand value of investment attracted to the city	Rand value of investment facilitated by the city
	Nr of SMME's and entrepreneurs supported by the city	Nr of SMMEs and entrepreneurs supported by the City
		Training and Skills development for 10 000 youth's in 105 wards.

SO 3: Ensure Sustainable Safer City and Integrated Social Development		
Outcome	IDP Indicator	SDBIP Indicator
To Improve Health and Education Outcomes	Nr of pre-school children supported through the ECD programme	Nr of pre-school pupils receiving ECD support
	% achievement of the child health index	% achievement immunisation coverage for children under one year
		% PHC fixed clinics implementing PMTCT Programme
		% pregnant women testing for HIV
To reduce household deprivation through the City's facilitated interventions	Nr of new indigent households receiving support through the City's social packages	No. of qualified indigent households registered
		No. of indigent households exited from the indigent register
Increased access to social facilities and	% reduction in backlog of	Nr of new libraries constructed

SO 3: Ensure Sustainable Safer City and Integrated Social Development		
Outcome	IDP Indicator	SDBIP Indicator
amenities	recreational facilities and amenities	Nr of new recreational facilities constructed
Increase Access to recreational facilities -parks	Nr parks developed in line with two parks per ward	Nr parks developed in line with two parks per ward
Promote safer City	% reduction in safety incidents	Reduction in number of fire incidents
		% reduction in disaster incidents
		Reduction in number of rescue incidents
		Reduction in number of specialised humanitarian incidents
	% increase in interventions to root out crime and related incidents	Nr of Roads Policing Operations / Interventions executed in order to comply with the road safety plan (Road Policing)
		Nr of crime intervention operations executed to contribute to the decrease in crime throughout Tshwane (inclusive of all 105 wards)
		Nr of Regional multi-disciplinary By- Law Policing Operations executed to contribute to a reduction in By-Law Transgressions

SO4: Promote Good Governance and Active Citizenry		
Outcome	IDP Indicator	SDBIP Indicator
Functioning ward committee system	% of functional ward committees	% of ward committee members trained on core skills within 7 regions
		% planned ward committee meetings held
Improve corporate governance through performance, financial and risk management	Unqualified Audit Opinion achieved	Nr of Annual AG issues resolved (Based on the AG Final Management Letter)

SO5: Improved Financial Sustainability		
Outcome	IDP Indicator	SDBIP Indicator
To improved financial sustainability of the city	% financial targets met (regulated targets= cost coverage, debt coverage and % service debtors to revenue)	Cost coverage of 1.0
		15 % debt coverage
		25 % service debtors to revenue

SO 6: Continued Organisational Development, Transformation and Innovation		
Outcome	IDP Indicator	SDBIP Indicator
Integrated ICT	100% of broadband infrastructure roll out	Km of broadband roll-out

## Appendix 1: - CONSOLIDATED IDP CITY SCORECARD 2014/15

Note: Targets contained in the IDP scorecard are all cumulative.

The projected baseline for 2013/14 is calculated as follows: Baseline of the 2012/13 IDP as determined in using the Census 2011 Census data + actual delivery on the indicator as reported in the 2012/13 Annual Report + projected annual target for the 2013/14 FY as reflected in the Adjusted SDBIP item dated 2014-01-30.

Contributing to Vision 2055 - OUTCOME 1: A RESILIENT AND RESOURCE EFFICIENT CITY, OUTCOME 2: A GROWING ECONOMY THAT IS INCLUSIVE, DIVERSIFIED AND COMPETITIVE And OUTCOME 3: QUALITY INFRASTRUCTURE DEVELOPMENT THAT SUPPORTS LIVEABLE COMMUNITIES Strategic Objective 1: Provide sustainable services infrastructure and human settlement management Contributing to National Outcome 8: Sustainable human settlements and improved quality of household life.								
Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Basic service provision	Improved access to basic services re: water, sanitation, electricity and waste removal	% of households with access to water (metered connections)	78.77%	78.11% (719 843 hh) <sup>9</sup>	78.44% (714 980 hh)	78.77% (717 980 hh)	79.10% (720 980 hh)	This indicator measures water meter connections installed, as applied for by consumers and the water meter connections installed as part of the backlog eradication program.

<sup>9</sup> The total number of households in the City of Tshwane is 911 536 as per the Census 2011 results. By the end of 2011/12, 702 081hh were connected to a metered water connection. The actual audited performance for 2012/13 reflected that 10 857 new metered connections were provided thus bringing the total number of hh with a metered connection to 712 938. The projected target for 2013/14 FY is 6 905 which bring the baseline to 719 843 hh with a metered water connection which bring % access to a metered water connection to 78.97%.

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**Strategic Objective 1: Provide sustainable services infrastructure and human settlement management**

**Contributing to National Outcome 8: Sustainable human settlements and improved quality of household life.**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
		% of total households in formalised areas with access to weekly waste removal services <sup>10</sup>	100%	100%	100%	100%	100%	This indicator measures the waste removal services accessed by households in already formalised areas either through 240L bins and 85L bins. The indicator excludes waste removal in Informal areas.
		% of households with access to sanitation	77.85% (709 593 hh)	77.76% (708 890 hh) <sup>11</sup>	77.76% (708 890 hh)	78.05% (711 512 hh)	78.05% (711 512 hh)	In the 2011/16 IDP, the city approved the minimum standard for access to sanitation to be UDS toilets and waterborne sanitation/flush toilet as full access. This indicator measures both service levels. This excludes households with access to sanitation through VIP and chemical toilets as calculated by the Census 2011

<sup>10</sup>In 2013/14 the City provided weekly kerbside waste removal services to 691 612 hh in formalized areas. The city will provide 701 852 hh with the same service during the 2014/15 FY.

<sup>11</sup> The total number of households in the City of Tshwane is 911 536 as per the Census 2011 results. By the end of 2011/12, 700 636 had access to a sanitation service. The actual audited performance for 2012/13 reflected that 4647 new sanitation services were provided thus bringing the total number of hh with a sanitation service to 705 283. The projected target for 2013/14 FY is 3607 which bring the baseline to 708890 hh with a sanitation service.

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**Strategic Objective 1: Provide sustainable services infrastructure and human settlement management**

**Contributing to National Outcome 8: Sustainable human settlements and improved quality of household life.**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
		% of households with access to electricity	68.3% of hh	77.49% (706 396hh) <sup>12</sup>	77.84% (709 596 hh)	79.55% (725 126hh)	81.25% (740 622 hh)	This indicator measures the access to electricity provided by the City and Eskom through formal connections to households.
Sustainable service provision	Reducing demand on services relaying on natural resources	% reduction of non-revenue water (NRW)	0.5% reduction of NRW per annum (2.5% over 5 yrs)	24.05%	23.55%	23.05%	22.55%	This indicator refers to the reduction of non-revenue water as measured by the City. Water losses are a component of non-revenue water.
		% average of annual non-revenue energy (NRE)	≤10% NRE per annum	≤10%	≤10%	≤9%	≤9%	This indicator measures the total % of NRE which is made up of technical losses and un-accounted for electricity out of the total energy distributed.

<sup>12</sup> The total number of households in the City of Tshwane is 911 536 as per the Census 2011 results. By the end of 2011/12 , 692 659 hh had been connected to electricity . In 2012/13 and additional 4737 hh were connected to electricity. The projection for new connections in the 2013/14 FY is 9000 which will bring the total access via formal connections to 706 396 hh (77.49%).



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**Strategic Objective 1: Provide sustainable services infrastructure and human settlement management**

**Contributing to National Outcome 8: Sustainable human settlements and improved quality of household life.**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Mobility Optimisation	Improve mobility through provision of roads, storm water and public transport	% of required municipal storm water drainage network provided	47.23% of the total storm water backlog <sup>13</sup>	43.0% out of a total backlog for storm water	46% out of a total backlog for storm water	49% out of a total backlog for storm water	52% out of a total backlog for storm water	This indicator is derived from the total storm water backlog of 1303 km (2011/12 IDP). The City will develop 37.6km, 39 km and 37.5 km towards reducing the backlog from 2014/15 to 2016/17. This translates to 600.92 km, 639.92km and 677.12 km for the FY 2014/15 to 2016/17 against the 1303km backlog. The targets in the indicator are cumulative
		% of roads provided to the required standard (km) <sup>14</sup>	30.3% of roads (659.51 km) against the backlog of 2176 km	26% (558.3km)	28.35% (cum) 617.0km out of backlog of 2176	30.65% (cum) 666.99km out of backlog of 2176	32.89%(cum) 715.70km out of backlog of 2176km	This indicator is derived from the total roads backlog of 2176 km (2011/12 IDP). The City will develop 58.7km, 49.99 km and 48.71 km towards reducing the backlog between 2014/15 and 2016/17. This translates to 617.0 km, 666.99km and 715.70 km for the FY 2014/15 to 2016/17 against the 2176km backlog. The targets in the indicator are cumulative

<sup>13</sup> In 2011/12, the City calculated the storm water backlog at 1303 km.

<sup>14</sup> In 2011/12, the City calculated the total number of backlog re: roads to be 2176 km

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**Strategic Objective 1: Provide sustainable services infrastructure and human settlement management**

**Contributing to National Outcome 8: Sustainable human settlements and improved quality of household life.**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
		% of completed TRT Bus way lanes constructed	100% (34km);	20.5% (7 km)	53.8 % (18.3km)	100% (34km)	20.5km <sup>15</sup>	Busway lanes are physically segregated lanes that are exclusively for the use of Tshwane Rapid Transit vehicles. This indicator only measure the km of bus lanes to be constructed. It measures in the % completion of works in relation to the Phase 1 target of 69.4km. Phase 1 of TRT is planned to be completed in June 2018. The Target for the current term 2011/16 is 34km.
Upgrading and Development of Informal Settlements	Upgrading of informal Settlements	% of households in informal settlements with access to basic services	145 047 hh out of the 168 222 hh <sup>16</sup>	78.56% (132 166 hh)	86.2% (145 047 hh)	86.2% (145 047 h/h)	86.2% (145 047 hh)	This indicator refers to the provision of rudimentary basic services such as water and sanitation services to households in informal settlements a part of the informal settlement upgrading (chemical toilets in the case of housing)

<sup>15</sup> This target falls outside the current term.

<sup>16</sup> The City calculated the number of h/h in informal settlements to be 145 047h/h during the 2012/13 adjustment of the IDP. Stats SA released a figure of 168 222 hh in informal settlements in CoT.

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OUTCOME 3: QUALITY INFRASTRUCTURE DEVELOPMENT THAT SUPPORTS LIVEABLE COMMUNITIES

**Strategic Objective 1: Provide sustainable services infrastructure and human settlement management**

Contributing to National Outcome 8: Sustainable human settlements and improved quality of household life.

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
	Incremental approach towards sustainable settlements	% of informal households that benefited from formalisation	32.70% of 145 247h/h (47 495h/h)	10.32% (15 000 hh)	15.82% (23 000 hh)	22.62% (33 000 hh)	To be determined in the next term of office	This includes the relocation and upgrading of households in informal settlements to greenfield/ brownfield developments (to top structures, serviced and un-serviced stands)
	Diversification of city facilitated housing typologies	Nr of planned Community Residential Units completed	622	86 units	0	50 units	70 units	This refers to the number of new community residential units (CRUs) developed through the City's facilitated process.

**Contributing to Vision 2055 - OUTCOME 2: A GROWING ECONOMY THAT IS INCLUSIVE, DIVERSIFIED AND COMPETITIVE and OUTCOME 3: QUALITY INFRASTRUCTURE DEVELOPMENT THAT SUPPORTS LIVEABLE COMMUNITIES**

**Strategic Objective 2: Promote shared economic growth and job creation**

**Contributing to National Outcome 4: Decent employment through inclusive economic growth and National Outcome 5: A skilled and capable workforce to support an inclusive growth path**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Job Intensive Economic Growth	Facilitate economic growth that is labour absorptive	Nr of new income earning opportunities facilitated by the city	178,000	14 541	41,750	53,600	56,700	This target is inclusive of EPWP and formal sector employment created through the city's facilitation inclusive of TEDA
		Rand value investment attracted to the city	R18.2billion	R2.5 billion	R1,8 billion	R2 billion	R2.2 billion	This indicator reflects the Rand Value of investment realised in terms of Private sector investment in the City as a result of investment attraction initiatives by the City
		Nr of SMME's and entrepreneurs supported by the city	13 823	6523	10 573	14 273	18 073	This indicator includes the training and support facilitated by the City of SMMEs and cooperatives inclusive of TEDA

**Contributing to Vision 2055 - OUTCOME 3: QUALITY INFRASTRUCTURE DEVELOPMENT THAT SUPPORTS LIVEABLE COMMUNITIES, OUTCOME 4: AN EQUITABLE CITY THAT SUPPORTS HAPPINESS, SOCIAL COHESION, SAFETY AND HEALTHY CITIZENS**

**Strategic Objective 3: Ensure sustainable, safer cities and integrated social development**

**Contributing to National Outcome 2: Improved quality of basic education; National Outcome 2: A long and healthy life for all South Africans and National Outcome 3: All people in South Africa are and feel safe**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Health and Education	To improve the education and health outcomes through support programmes targeted at the disadvantaged communities	Nr of pre-school children supported through the ECD programme	30 000	10 000	14 200	18 400	22 600	This indicator measures the number of pre-school children that are in the ECD centres managed and supported by the City of Tshwane.
		% achievement of child health index	87%	100%	100%	100%	100%	The indicator is made up of achievement against the following: pregnant women testing for HIV, immunisation coverage for children under one year and % PHC fixed clinics implementing PMTCT Programme
Poverty and Inequality	To reduce household deprivation through the city's facilitated interventions	Nr of new indigent households supported by the city through its social packages	10 000hh	109 872 in the indigent register <sup>17</sup>	115 872	121 872	127 872	This indicator measure the number of hh in the indigent register after considering new households registered and those exited.

<sup>17</sup> The baseline is calculated using the following information: 2011/12 Indigent register contained 89 666 hh. During 2012/13 12 284 hh were added 2078 hh exited adding 10206 to the register. Projected new registrations after exited hh has been subtracted is 10 000. Baseline for is therefor 109 872.

Contributing to Vision 2055 - OUTCOME 3: QUALITY INFRASTRUCTURE DEVELOPMENT THAT SUPPORTS LIVEABLE COMMUNITIES, OUTCOME 4: AN EQUITABLE CITY THAT SUPPORTS HAPPINESS, SOCIAL COHESION, SAFETY AND HEALTHY CITIZENS								
Strategic Objective 3: Ensure sustainable, safer cities and integrated social development								
Contributing to National Outcome 2: Improved quality of basic education; National Outcome 2: A long and healthy life for all South Africans and National Outcome 3: All people in South Africa are and feel safe								
Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Social Cohesion	Increase access to social facilities and amenities	% reduction in backlog of recreational facilities and amenities	100% 13 new sports and recreational facilities developed	30.7% (4 facilities <sup>18</sup> )	61.5% (3 facilities)	100 % (3 facilities)	100% of planned facilities	This indicator refers to the development and/or upgrading of sports and recreational facilities and libraries in the city as per the project plans of departments against the 2011/16 5yr target.
	Increase Access to recreational facilities- Parks	Number of parks developed in line with 2 parks per ward <sup>19</sup>	87 parks	35	12 parks	20 parks	20 parks	This indicator includes the development of new parks and upgrading of existing parks in various wards of the city
Public Safety	Promote a safer City	% reduction in safety incidents	5% decrease between 2012 and 2016.	13 679 safety incidents	1% reduction in safety incidents (12563)	1% reduction in safety incidents (11865)	1% reduction in safety incidents	The decrease in safety incidents refers to the actual number of safety incidents reported and responded to by the City
		% increase in interventions to root out crime and related incidents <sup>20</sup>	3% increase between 2013/14 and 2015/16 for by-law policing and road policing	1% increase on actual achieved for 2012/13	1% increase on actual achieved for 2013/14	1% increase on actual achieved for 2014/15	1% increase on actual achieved for 2015/16	This indicator refers to interventions around multi-disciplinary by-law policing and road policing interventions conducted by TMPD in efforts to increase public safety.

<sup>18</sup> This includes 1 library and 3 recreational facilities.

<sup>19</sup> The programme includes the development of new parks and the refurbishment of existing parks

<sup>20</sup> This indicator measures the road policing operations, and by-law policing interventions which contribute to a decrease in crime prevention and public safety

<b>Contributing to Vision 2055 - OUTCOME 3: QUALITY INFRASTRUCTURE DEVELOPMENT THAT SUPPORTS LIVEABLE COMMUNITIES, OUTCOME 4: AN EQUITABLE CITY THAT SUPPORTS HAPPINESS, SOCIAL COHESION, SAFETY AND HEALTHY CITIZENS</b> <b>Strategic Objective 3: Ensure sustainable, safer cities and integrated social development</b> <b>Contributing to National Outcome 2: Improved quality of basic education; National Outcome 2: A long and healthy life for all South Africans and National Outcome 3: All people in South Africa are and feel safe</b>								
Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
			interventions to root out crime and related incidents.					

<b>Contributing to Vision 2055 - OUTCOME 5: an African Capital City that promotes excellence and innovative governance solutions, OUTCOME 6: South Africa's capital with an active citizenry that is engaging, aware of their rights</b> <b>Strategic Objective 4: Promote good governance and active citizenry</b> <b>National Outcome 9: A responsive, accountable, effective and efficient local government system and National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</b>								
Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Functioning ward committee system	Functioning ward committee system	% of functional ward committees	80% of ward committees functional	80% of ward committees functional	80% of ward committees functional	80% of ward committees functional	80% of ward committees functional	The functionality of ward committees is measured against the percentage of ward committee meeting scheduled in accordance with the approved program and the training provided to ward committee members on identified core skills.
Institutional Governance	Improve corporate governance through	Unqualified Audit Opinion achieved	Achieve Unqualified	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	This indicator reflects on the Auditor General's opinion on the City's 2013/14 financial and

<p>Contributing to Vision 2055 - OUTCOME 5: an African Capital City that promotes excellence and innovative governance solutions, OUTCOME 6: South Africa's capital with an active citizenry that is engaging, aware of their rights</p> <p><b>Strategic Objective 4: Promote good governance and active citizenry</b></p> <p>National Outcome 9: A responsive, accountable, effective and efficient local government system and National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>								
Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
	performance, financial and risk management		Audit Opinion					non-financial report.

<p>Contributing to Vision 2055 - OUTCOME 5: an African Capital City that promotes excellence and innovative governance solutions,</p> <p><b>Strategic Objective 5: Improved financial sustainability</b></p> <p>Contributing to National Outcome 9: A responsive, accountable, effective and efficient local government system.</p>								
Key performance area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	2014/15	2015/16	2016/17	Definition of the Indicator
Financial management	To improve financial sustainability of the City	% financial targets met (regulated targets= cost coverage, debt coverage and % service debtors to revenue)	100% financial targets met	100% financial targets achieved	100% financial targets achieved	100% financial targets achieved	100% financial targets achieved	The financial targets of the city are set in the MTREF for 2014/15. This indicator measures the cost coverage, debt coverage and service debtors to revenue.



**Contributing to Vision 2055 - OUTCOME 5: an African Capital City that promotes excellence and innovative governance solutions,**  
**Strategic Objective 6: Continue organisational development, transformation and innovation**

**Contributing to National Outcome 9: A responsive, accountable, effective and efficient local government system.**

Key Performance Area	Outcomes	Indicator	2011/16 5yr target	Projected Baseline for 2013/14	Target 2014/15	Target 2015/16	Target 2016/17	Definition of the Indicator
Employee satisfaction, transformation and efficiency	Improve organisational efficiency and employee satisfaction	% employee satisfaction rating	82 % employee satisfaction rating	NA	82%	N/A	85%	The employee satisfaction is conducted once in 2 years. Although the survey is conducted by the Corporate and Shared Service, achieving improved ratings in the survey is the responsibility of all departments through implementation of HR policies among others.
Deploy Smart City Systems and Infrastructure	Integrated ICT	% of broadband infrastructure rolled out	100% wall to wall coverage for Backbone of network <sup>21</sup>	(100% roll- out of 100km broadband network infrastructure)	100% roll-out of 500km broadband network infrastructure)	100% roll-out of 900 km broadband network infrastructure)	TBD	This indicator measures the broad band fibre network laid out against the City approved project plan.

<sup>21</sup> 100% of roll-out broadband as per the approved Council roll-out plan. This is a cumulative target.

## **10. FINANCIAL PLAN**

### **Introduction**

The purpose of this chapter is to outline the funding and budget approach to this 2014/15 IDP review, specifically the MTREF 2014-2015. The process towards the development of the 2014/17 MTREF is in line with the Council-approved IDP and Budget Process Plan of August 2013.

### **Alignment with national directives**

National Treasury MFMA Circulars 70 and 72 were issued on 4 December 2013 and 17 March 2014 respectively, to guide municipalities in the compilation of their 2014/15 MTREF's. The 2014/15 MTREF reflects the reality of the current budgetary pressures. The following budget guidelines directly informed the compilation of the budget:

- Scale down on baseline allocations as indicated by National Government.
- Approve a balanced budget and create cash surplus over the Medium-term.
- The budget must be funded in accordance with the funding compliance procedure set out in MFMA Circular 42 and the Funding Compliance Guideline.
- Departments to reprioritise competing needs within the budget allocations
- Shift from current consumption expenditure to investment expenditure.
- Ensure the timely delivery of the capital programmes (eliminate under spending of capital budget).
- Special attention needs to be given to efficiency gains and the principle of value for money.
- Filling of vacancies should be reviewed within the available budget.
- Departments must prioritise the Mayoral priorities in the State of the City Address.
- Unauthorised, irregular and fruitless and wasteful expenditure not allowed as per MFMA.
- Funding for travelling of officials will be centralised at the Office of the City Manager for the 2014/15 financial year and for the Executive Mayor, Speaker and Chief Whip and Councillors, at the Office of the Executive Mayor (as is currently the practise).

This budget is developed with the above in consideration, as well as the economic climate of the country, influencing fiscal decisions of all spheres of government.

## Long-Term Financial Sustainability

The purpose of the long-term financial strategy (LTFS) is to ensure that the city is financially sustainable and able to respond to the City's Growth and Development Strategy, policies, priorities and infrastructure needs.

The objectives of the LTFS are:

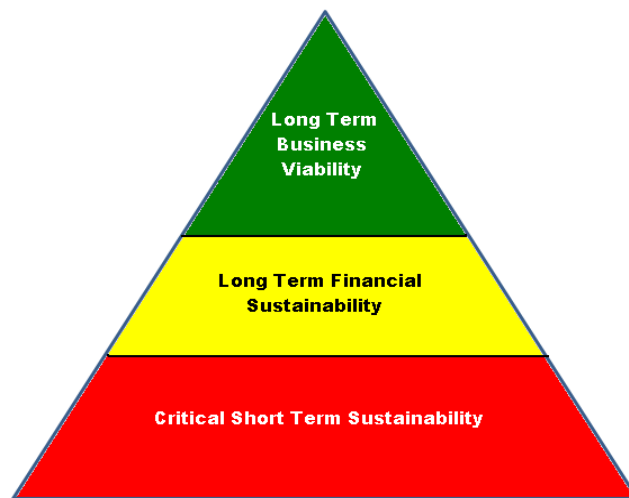
- Prudent and sound medium- to long-term financial framework
- Resilience and able to absorb future shocks
- Ensure sustainability of services:
  - Investment in infrastructure
  - Adequate maintenance of infrastructure
- Identify strategies that will ensure long-term financial sustainability:
  - Operational Efficiency initiatives
  - Sustainable and alternative revenue streams
- Respond to the long-term strategy of the City – Tshwane Vision 2055.
- Improve the City's credit rating.

Owing to the limited revenue base (municipal rates, user charges and grants/subsidies), the City has to be proactive in the minimization of costs and the maximisation of efficiencies in order to respond to increased service delivery requirements. Strategies and measures implemented to ensure sustainability are:

- The Budget Policy;
- The Revenue Enhancement Strategy;
- Budget Principles and guidelines;
- The Cash-Flow Management Intervention Initiatives; and
- Balance Sheet Restructuring and Optimisation.

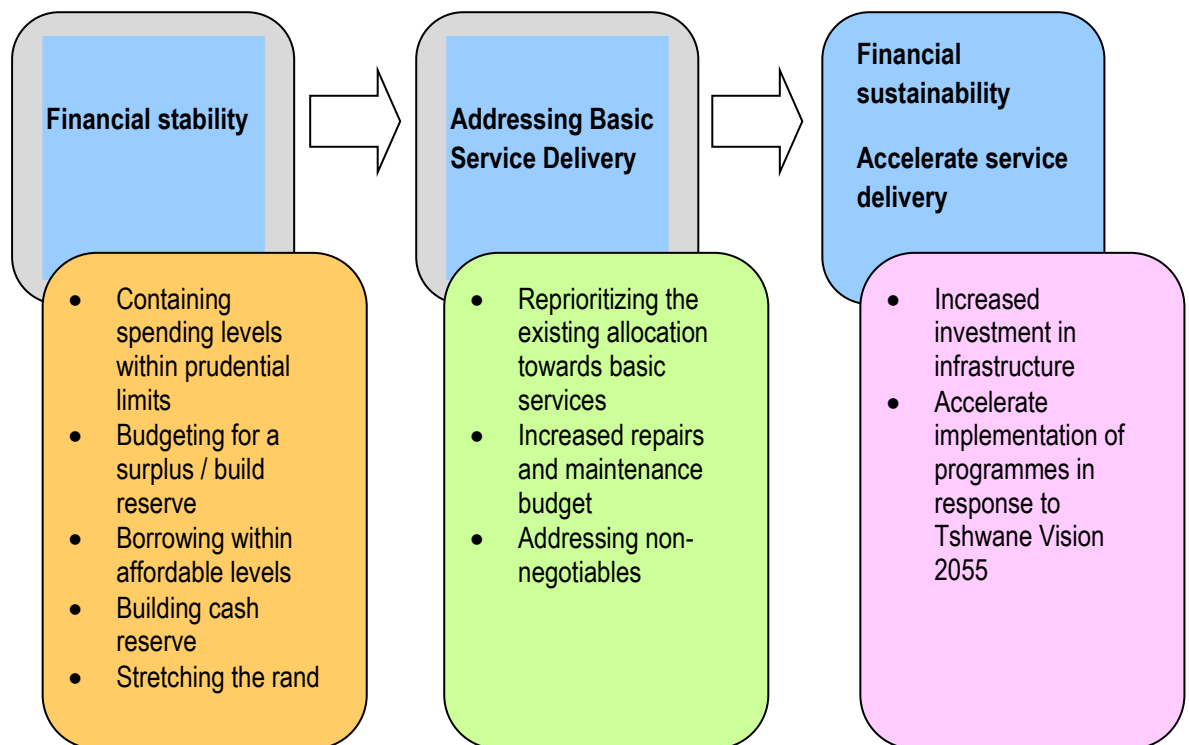
The pyramid below illustrates the City's goal to move from short- to medium-term sustainability to financial viability:

**Figure 10.1: Financial Viability**



The medium-term budget approach can be illustrated as follows:

**Figure 10.2: Medium-Term Budget Approach**



## Budget Assumptions

The following assumptions apply to the 2014/15 MTREF:

**Table 10.1: 2014/15 MTREF Assumptions**

Assumptions	2014/15 %	2015/16 %	2016/17 %
Consumer Price Index	6,2	5,9	5,5
Debt Collection Rate	95,0	95,0	95,0
Debt Collection Historic Debt	5,0	5,0	5,0
Expected Operating Expenditure	99,0	99,0	99,0
Salary and Wage increase	*6,8	6,8	6,4
Expected Capital Expenditure	96,0	96,0	96,0
Tariff increases:			
Sanitation	10,0	8,0	8,0
Refuse removal	25,0	10,0	8,0
Property Rates	10,0	8,0	8,0
Water	10,0	9,0	9,0
Electricity	8,0	8,0	8,0
Rand Water	8,14	9,0	9,0
Eskom	8,2	8,0	8,0
Funding capital: Borrowing	R1,5 billion	R1,2 billion	R1,2 billion
Funding capital: Council funding	R43,5 million	R354,4 million	R475,8 million

\*The average CPI of 5.8% for the period February 2013 to January 2014 plus 1% (SALGA salary and wage collective agreement)

## Criteria for Planning and Budget Rebasing

The focus of the 2014/15 MTREF is to ensure that the City is financially sustainable. Part thereof was the reviewing of the current spending levels within prudent financial limits, therefore necessitating the rebasing exercise.

- The financial position needs to be considered in line with the need to improve financial sustainability.
- An assessment of issues deemed as priorities and/or commitments should take place in order to set realistic targets.
- Focus on service delivery: getting the basics right, should be central to planning and budgeting proposals of departments, while still doing adequate maintenance on key infrastructure.
- Revising the departmental proposed budgets in line with the new rebased indicatives.
- Providing clear deliverables on the Executive Mayor's commitments.
- Clearly outlining the rebasing effect on the 2011/16 IDP targets and compromises.

- Watchman Services (Metro Police Services Department). Should departments require Watchman Services above the provision in the centralised budget, the Metro Police Services Department will request the relevant department to supply a cost centre and GL account against which the additional cost can be incurred. The funds will be centralised during the next budget process.

## 2014/15 MTREF

Maintaining financial viability of the City of Tshwane is obviously critical to the achievement of service delivery and economic objectives. Revenue generation is fundamental in strengthening the institutional environment for the delivery of municipal basic services and infrastructure. The capacity of generating revenue is challenged by affordability and unemployment that is prevalent in the municipal area.

### Operational budget

The 2014/15 proposed operating revenue (excluding capital grants and contributions) amounts to R23.9 billion and escalates to R28.0 billion in 2016/17. The operating expenditure amounts to R23.0 billion, resulting in a surplus of R906.2 million for the 2014/15 financial year. Revenue presents an increase of 11.3% and expenditure an increase of 7.0% against the 2013/14 Adjustments Budget.

The table below indicates the Medium-term Revenue and Expenditure Budget for the 2014/15 to the 2016/17 financial year.

**Table 10.2: Medium-term Revenue and Expenditure Budget**

	Adjustments Budget 2013/14	% (Increase)/ Decrease	Budget 2014/15	Budget 2015/16	Budget 2016/17
	R'000		R'000	R'000	R'000
Revenue	(21 457 925)	(13,6)	(24 373 213)	(25 797 676)	(27 954 072)
Expenditure	21 457 925	(8,5)	23 273 685	24 638 923	26 703 500
<b>(Surplus)/ Deficit</b>	<b>(0)</b>		<b>(1 099 528)</b>	<b>(1 158 753)</b>	<b>(1 250 571)</b>
Capital Grants	(2 219 779)	(14,6)	(2 544 400)	(2 447 100)	(2 559 676)
<b>(Surplus)/ Deficit including capital grants</b>	<b>(2 219 779)</b>	<b>(64,2)</b>	<b>(3 643 928)</b>	<b>(3 605 853)</b>	<b>(3 810 247)</b>

It should be noted that internal municipal service charges is not included in the service charges above as is required in terms of the NT reporting regulations and requirements, as the Council only report on primary cost

### Revenue Framework

Maintaining financial viability of the City of Tshwane is critical to the achievement of service delivery and economic objectives. Revenue generation is fundamental in strengthening the institutional environment for the delivery of municipal basic services and infrastructure. The capacity of generating revenue is challenged by affordability and unemployment that is prevalent in the municipal area.

The MFMA Circular 66 requires municipalities to continue to explore appropriate ways of generating revenue required to fund the maintenance, renewal and expansion of the infrastructure required to provide municipal services. Municipalities must table a credible and funded budget, based on realistic estimates of revenue that are consistent with their budgetary resources and collection history.

### Tariffs

The table below highlight the proposed percentage increase in tariffs per main service category:

**Table 10.3: Tariff Increase per Main Service Category**

Revenue category	2014/15 proposed tariff increase	2015/16 proposed tariff increase	2016/17 proposed tariff increase
	%	%	%
Sanitation	10,0	8,0	8,0
Refuse removal	25,0	10,0	8,0
Water	10,0	9,0	9,0
Electricity	8,0	8,0	8,0
Property Rates	10,0	8,0	8,0

The following table is a high level summary of the MTREF (classified per main revenue source):

**Table 10.4: MTREF classified per main revenue source**

Description	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>					
<b><u>Revenue By Source</u></b>					
Property rates	4 464 238	4 461 688	4 888 154	5 278 768	5 700 589
Property rates - penalties & collection charges	–	–	–	–	–
Service charges - electricity revenue	8 916 104	8 714 924	9 613 283	10 384 044	11 216 630
Service charges - water revenue	2 435 867	2 436 147	2 729 355	2 975 933	3 244 822
Service charges - sanitation revenue	619 815	619 815	695 345	751 002	811 117
Service charges - refuse revenue	741 497	752 947	956 673	1 052 340	1 136 063
Service charges - other	227 971	227 971	240 237	253 209	266 883
Rental of facilities and equipment	122 595	121 595	261 276	276 315	292 164
Interest earned - external investments	38 337	38 337	66 548	81 099	105 780
Interest earned - outstanding debtors	213 723	213 723	197 376	212 242	227 852
Dividends received	–	–	–	–	–
Fines	79 185	79 215	75 022	79 074	83 344
Licences and permits	52 984	52 984	58 578	61 579	64 742
Agency services	–	–	–	–	–
Transfers recognised - operational	2 866 024	2 890 564	3 104 829	3 370 788	3 690 922
Other revenue	868 634	848 014	1 486 538	1 021 283	1 113 163
Gains on disposal of PPE	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>21 646 976</b>	<b>21 457 925</b>	<b>24 373 213</b>	<b>25 797 676</b>	<b>27 954 072</b>

## Expenditure Framework

The following table is a high level summary of the 2014/15 Medium-term Expenditure Framework (classified per main category of expenditure):

**Table 10.5: 2014/15 Medium-term Expenditure Framework per main category**

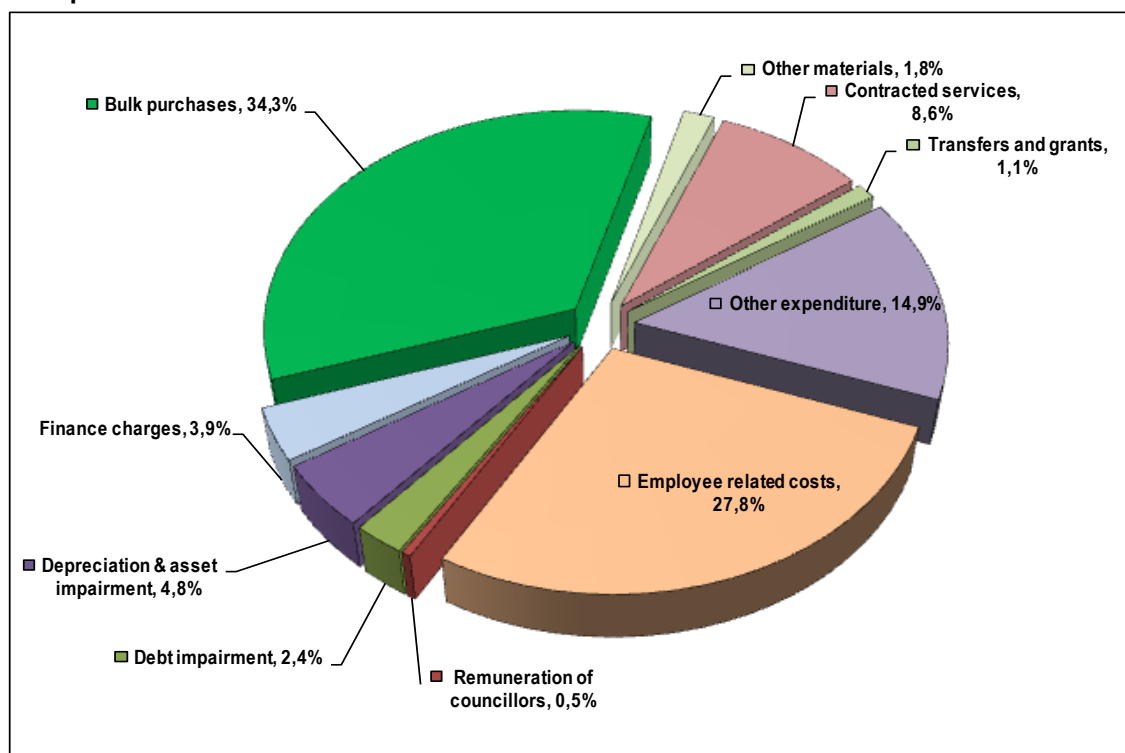
Description	Current Year 2013/14		2014/15 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>					
<b>Expenditure By Type</b>					
Employee related costs	6 027 862	6 008 420	6 465 458	6 852 186	7 263 575
Remuneration of councillors	101 080	95 130	105 577	115 885	127 223
Debt impairment	867 976	858 569	565 434	643 397	726 754
Depreciation & asset impairment	951 258	1 063 622	1 113 786	1 098 014	1 075 079
Finance charges	858 811	815 482	897 759	991 755	1 057 985
Bulk purchases	7 429 446	7 278 683	7 983 361	8 638 916	9 348 480
Other materials	584 704	308 904	410 262	435 103	467 115
Contracted services	1 415 857	1 578 048	1 998 479	2 034 638	2 408 305
Transfers and grants	242 918	242 853	262 327	263 712	265 172
Other expenditure	3 167 065	3 208 214	3 471 242	3 565 316	3 963 812
Loss on disposal of PPE	–	–	–	–	–
<b>Total Expenditure</b>	<b>21 646 976</b>	<b>21 457 925</b>	<b>23 273 685</b>	<b>24 638 923</b>	<b>26 703 500</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>1 099 528</b>	<b>1 158 753</b>	<b>1 250 571</b>
Transfers recognised - capital	2 097 039	2 219 779	2 544 400	2 447 100	2 559 676
<b>Surplus/(Deficit) for the year</b>	<b>2 097 039</b>	<b>2 219 779</b>	<b>3 643 928</b>	<b>3 605 853</b>	<b>3 810 247</b>

The operating expenditure equates to R23.3 billion in the 2014/15 financial year and escalates to R26.7 billion in the 2016/17 financial year, a growth of 14.7%. Total operating expenditure has increased by 8.5% against the 2013/14 Adjustments Budget and by 7.5% against the 2013/14 approved budget.

The following graph illustrates the percentage each expenditure group constitutes of the total expenditure for the 2014/15 financial year:



**Figure 10.3 Operating Budget Distribution per Expenditure Group**



## Capital Budget

Budget guidelines relating to the compilation of the 2014/15 capital budget were compiled in consultation with the City Planning and Development Department and City Strategies and Performance Management Department, which departments used as a basis for planning. Budget indicatives were issued to departments to take into consideration and also align budget proposals to departmental business plans, objectives and targets.

The outcome of the Budget Steering Committee hearings required departments to prioritise capital projects and resource allocations within the context of affordability taking into account inter alia contractual obligations, ongoing infrastructure maintenance and executive commitments.

The compilation of the capital budget in terms of internal capacity (council funds) is based on the application of sound financial management principles in order to ensure that a funded budget is tabled. Taking this into consideration the funding capacity for the 2014/15, 2015/16 and 2016/17 financial years amounts to R4,168 billion, R4,085 billion and R4,315 billion respectively

The Capital Budget is funded from the following sources:

- Internally generated revenue (including Public Contributions and Donations and CRR): R123,5 million.
- Borrowings: R1.5 billion.
- Grant funding: R2.5 billion.

All new projects were prioritised in line with set determined affordability allocations and in terms of urgency, value for money and benefit to the city.

## Capital Budget per Funding Source

The following table indicates the 2014/15 Medium-term Capital Budget per funding source:

**Table 10.6: 2014/15 Medium-term Capital Budget per Funding Source**

Funding Source Description	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
Council Funding	-	0.00%	308,000,000	7.54%	429,300,000	9.95%
PTIS- Public Transport, Infrastructure Systems Grant	867,571,000	20.82%	800,000,000	19.58%	812,300,000	18.83%
NDPG- Neighbourhood Development Partnership Grant	150,000,000	3.60%	80,739,000	1.98%	84,883,000	1.97%
USDG - Urban Settlements Development Grant	1,469,450,000	35.26%	1,521,361,000	37.24%	1,601,993,000	37.13%
INEP- Intergrated National Electrification Programme	32,000,000	0.77%	30,000,000	0.73%	40,000,000	0.93%
CRR- Capital Replacement Reserve	43,486,756	1.04%	46,400,000	1.14%	46,510,000	1.08%
EEDSM- Energy Efficiency Demand Side Management	10,000,000	0.24%	10,000,000	0.24%	15,000,000	0.35%
FMG - Financial Management Grant	250,000	0.01%	-	0.00%	-	0.00%
CLS - Community Library Services	3,129,000	0.08%	5,000,000	0.12%	5,500,000	0.13%
Borrowings	1,500,000,000	35.99%	1,200,000,000	29.38%	1,200,000,000	27.81%
Public Contributions & Donations	80,100,000	1.92%	83,500,000	2.04%	79,500,000	1.84%
Gautrans Grant	12,000,000	0.29%	-	0.00%		0.00%
<b>Grand Total</b>	<b>4,167,986,756</b>	<b>100.00%</b>	<b>4,085,000,000</b>	<b>100.00%</b>	<b>4,314,986,000</b>	<b>100.00%</b>

The total budget increased owing to USDG allocation transferred from the operating budget and an increase in the allocations in terms of the Division of Revenue Bill which was for PTIS and NDP grants.

## Capital Budget per Department (Vote)

The following table indicates the 2014/15 Medium-term Capital Budget per Department:

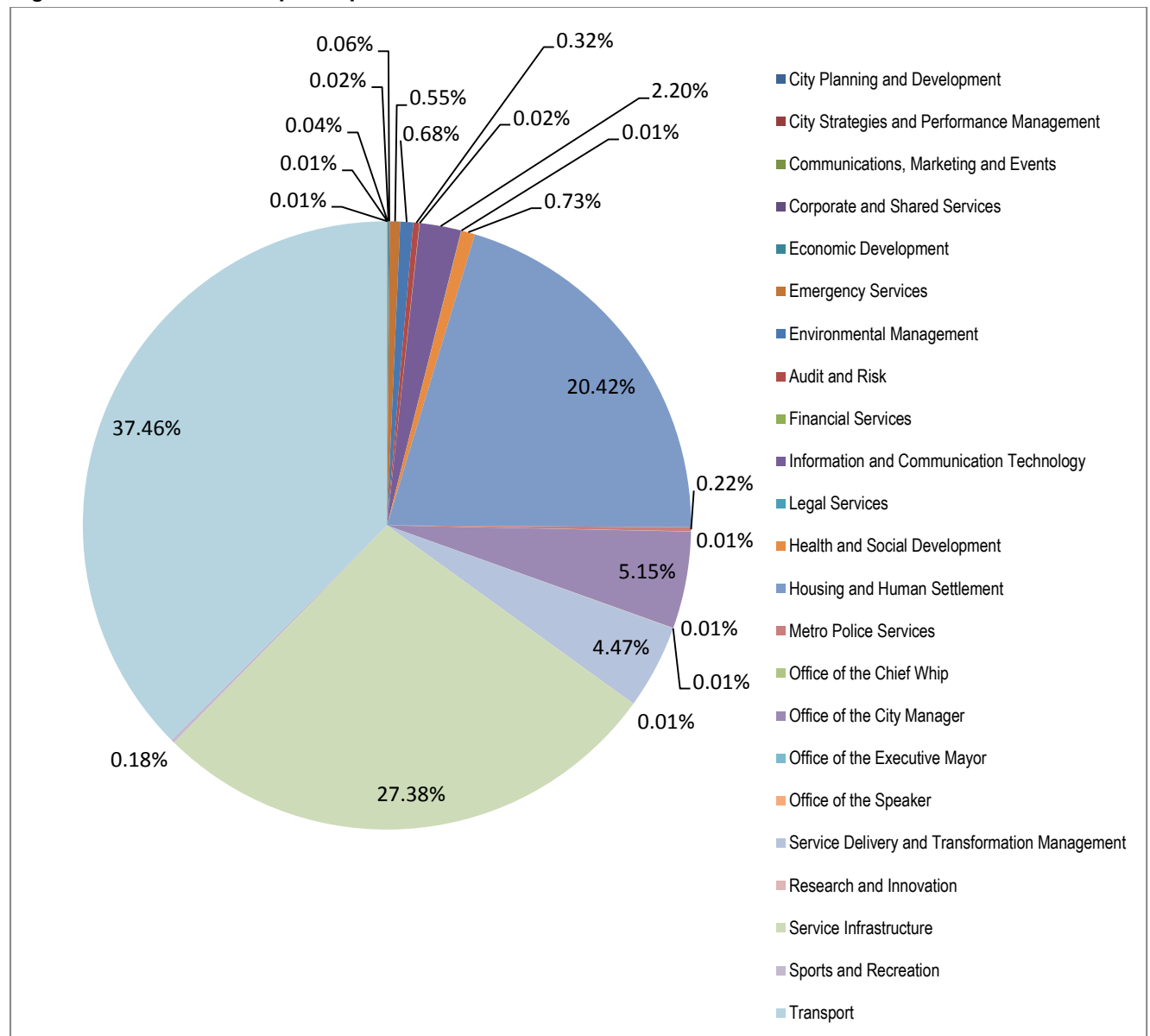
**Table 10.7: 2014/15 Medium-term Capital Budget per Department**

Strategic Units	Budget 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
City Planning and Development	500,000	0.01%	1,200,000	0.03%	1,200,000	0.03%
City Strategies and Performance	300,000	0.01%	500,000	0.01%	300,000	0.01%

<b>Strategic Units</b>	<b>Budget 2014/15</b>	<b>%</b>	<b>Budget Year +1 2015/16</b>	<b>%</b>	<b>Budget Year +2 2016/17</b>	<b>%</b>
Management						
Communications, Marketing and Events	1,800,000	0.04%	500,000	0.01%	500,000	0.01%
Corporate and Shared Services	1,000,000	0.02%	31,000,000	0.76%	31,000,000	0.72%
Economic Development	2,500,000	0.06%	4,100,000	0.10%	4,100,000	0.10%
Emergency Services	23,036,756	0.55%	5,000,000	0.12%	5,000,000	0.12%
Environmental Management	28,500,000	0.68%	41,150,000	1.01%	42,150,000	0.98%
Audit and Risk	13,500,000	0.32%	13,500,000	0.33%	13,500,000	0.31%
Financial Services	750,000	0.02%	5,500,000	0.13%	5,500,000	0.13%
Information and Communication Technology	91,800,000	2.20%	95,500,000	2.34%	95,500,000	2.21%
Legal Services	500,000	0.01%	500,000	0.01%	500,000	0.01%
Health and Social Development	30,500,000	0.73%	27,000,000	0.66%	40,000,000	0.93%
Housing and Human Settlement	851,304,764	20.42%	852,384,650	20.87%	933,016,650	21.62%
Metro Police Services	9,000,000	0.22%	13,550,000	0.33%	13,860,000	0.32%
Office of the Chief Whip	500,000	0.01%	500,000	0.01%	500,000	0.01%
Office of the City Manager	214,700,000	5.15%	132,739,000	3.25%	96,883,000	2.25%
Office of the Executive Mayor	300,000	0.01%	500,000	0.01%	500,000	0.01%
Office of the Speaker	500,000	0.01%	500,000	0.01%	500,000	0.01%
Service Delivery and Transformation Management	186,350,000	4.47%	176,100,000	4.31%	107,100,000	2.48%
Research and Innovation	300,000	0.01%	500,000	0.01%	500,000	0.01%
Service Infrastructure	1,141,246,236	27.38%	965,400,000	23.63%	1,103,500,000	25.57%
Sports and Recreation	7,629,000	0.18%	9,500,000	0.23%	10,000,000	0.23%
Transport	1,561,470,000	37.46%	1,707,876,350	41.81%	1,809,376,350	41.93%
<b>TOTAL CAPITAL BUDGET</b>	<b>4,167,986,756</b>	<b>100.00%</b>	<b>4,085,000,000</b>	<b>100.00%</b>	<b>4,314,986,000</b>	<b>100.00%</b>

The following graph illustrates the above table in terms of allocations per department:

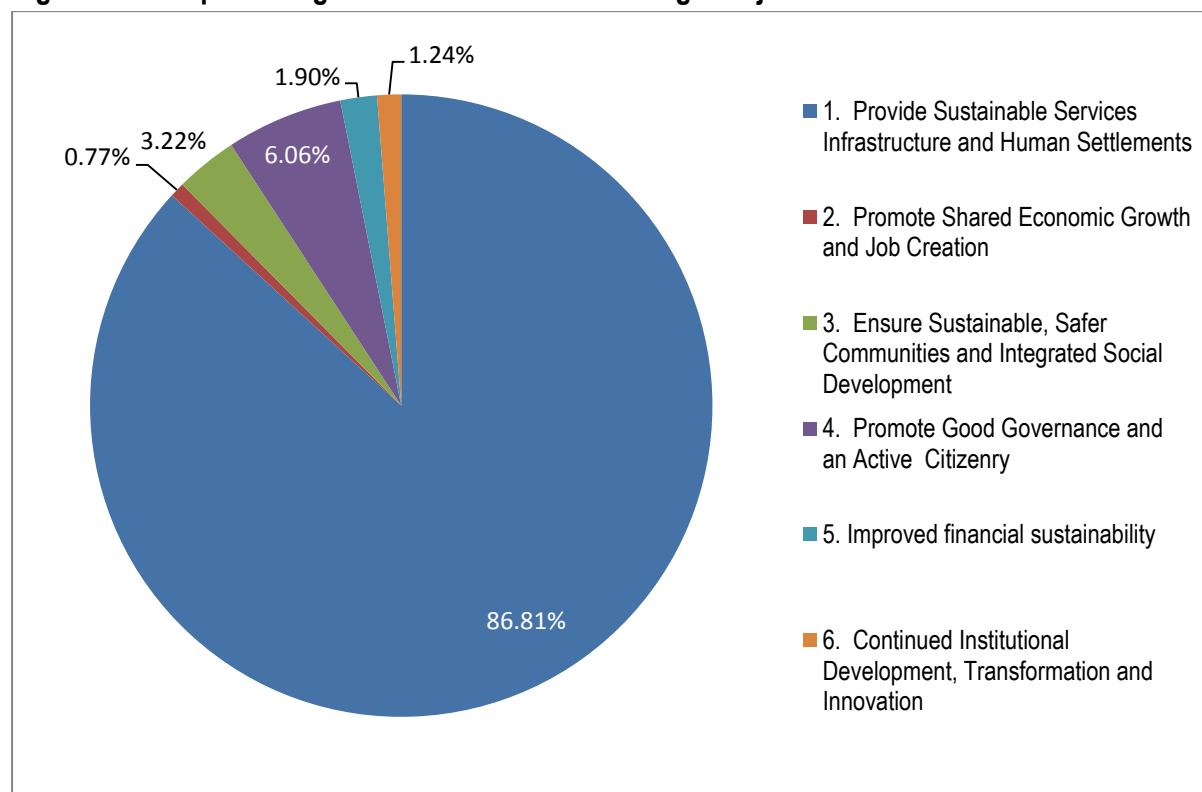
**Figure 10.4: Allocations per Department**



### Allocation of Capital Budget towards Implementation of Strategic Objectives

The following graph reflects the allocation of the Capital Budget towards the six Strategic Objectives of the City.

**Figure 10.5: Capital Budget Allocation towards Strategic Objectives**



In view of the above it is evident that a large portion of the capital budget has been allocated towards Strategic Objective 1 which addresses infrastructure and human settlements provision infrastructure in the 2014/15 MTREF.

## **Conclusion**

This chapter is a summary of the financial plan to achieve the outputs and projects of the IDP for the next three years. The detailed financial plan may be accessed in the 2014/2015 MTREF.

## **APPENDIX 2: SECTOR PLANS FOR THE 2014/15 IDP REVIEW**

# **TRANSPORT SECTOR PLAN**

## **INTRODUCTION**

The Transport Department is responsible for the provision of transport services and infrastructure within the City and the responsibilities are listed as follows:

- Provision of Roads and stormwater systems;
- Major Rehabilitation of Roads and stormwater systems;
- Development of the Comprehensive Integrated Transport Plan (CITP);
- Planning and Construction of Tshwane Bus Rapid Transit;
- Management of Tshwane Bus Services operations;
- Facilitation of Job creation;
- Provision of public transport facilities; and
- Management of Wonderboom Airport.

The department is further responsible for the development of strategy, policy and programmes for transport infrastructure, planning, transport safety, public transport and airport services. In addition, the implementation of the Tshwane Rapid Transit (TRT) is managed by a Project Leader and TRT Project Team under the Transport Department until the final institutional arrangements has been completed.

The Transport Department's mandate emanates from the City's long term vision, the Integrated Development Plan (IDP) as well as its current approved Comprehensive Integrated Transport Plan (CITP) which is currently being reviewed and earmarked for completion during the 2014/15 Financial Year.

## **COMPREHENSIVE INTEGRATED TRANSPORT PLAN**

The Comprehensive Integrated Transport Plan (CITP) is a statutory plan required by the National Land Transport Act No. 5 of 2009 and the Gauteng Transport Framework Revision Act, Act No. 8 of 2002 to guide transport development and operations in the city. It forms an integral component to inform the Integrated Development Plan (IDP). Table 1 below shows the history of Integrated Transport Plan for the City of Tshwane.

**Table 1: History of Integrated Transport Plans for the City of Tshwane**

Document	Description	Date endorsed by Council	Date submitted to the MEC	Response from the MEC
ITP 2003 - 2008	The first ITP for Tshwane area	11/03/2004	17/03/2004	No response
ITP 2004 - 2009	The update of ITP 2003 - 2008	24/02/2005	03/2005	Received, 25/10/2005
ITP 2006 – 2011	The update of ITP 2004 – 2009 and incorporation of comments from the MEC	25/01/2007	04/2007	No response due to the changes in the planning requirements

The legislative requirements regarding preparation of the ITP have changed with the Act, i.e, the National Land Transport Act (NLTA), Act No. 05 of 2009 (which replaced the National Land Transport Transitional Act of 2000). The City of Tshwane has been categorized as a Type 1 Planning Authority in terms of the Minimum Requirements for the Preparation of Transport Plans. Type 1 Planning Authorities are the larger municipalities designated by the Department of Transport to upgrade their public transport systems to a level that is car competitive in line with the approved Public Transport Action Plan of March 2007. These authorities have to prepare Comprehensive Integrated Transport Plans (CITP).

The outputs of the CITP will comprise of a number of short, medium and long term transportation interventions/ improvement projects (programme). It will also provide an indication of the required intensities of commercial, residential and activity developments that will support the viable development of an Integrated Rapid Public Transport Network (IRPTN).

When adopted by Council, the CITP will replace the current ITP 2006-2011. It will also be submitted to the MEC to be reflected in the Gauteng Provincial Land Transport Framework (GPLTF) and to the Minister for approval of the Rail section of the plan.

## **LEGISLATIVE CONTEXT (CITP)**

The CITP will formulate Tshwane's vision, mission, policy and objectives for transport, consistent with the National Land Transport Act (NLTA), Act No. 05 of 2009. It is a statutory plan prepared to guide transport development and operations in the city.



Amongst others, the important pieces of legislation informing the preparation of CITP include:

- White Paper on National Transport Policy, 1996
- National Land Transport Strategic Framework, 2006 – 2011
- The Draft Provincial Land Transport Framework PLTF 2010-2015
- National Public Transport Strategy, October 2006, and Public Transport Action Plan, March 2007
- National Transport Master Plan , 2005 – 2050, May 2008
- The National Freight Logistic Strategy, 2006
- Moving South Africa Strategy: 2020
- Minimum Requirements for the Preparation Integrated Transport Plans, 2007
- Tshwane Growth and Development Strategy 2055

## **STRATEGIC FOCUS**

The CITP is a strategic document which supports the municipal strategies such as the Tshwane Vision 2055, the Gauteng Integrated Transport management Plan (5 year and 25 year), the Gauteng Provincial and National Land Transport Framework and the PRASA Passenger Rail Plan. The CITP will, amongst others, address the strategic issues of:

- Integration of transport and land use;
- Public Transport network development and services: Integrate Rapid Public Transport Network; (IRPTN) and Integrated Public Transport Network (IPTN);
- Management and development of Public Transport Facilities;
- Management and development of the road system;
- Facilities for walking and cycling;
- Travel demand management;
- Learner transport; and
- All other modes of transport.

The CITP will also focus on game changing projects and programmes within the city as well as identified catalytic projects.

The CITP will deliver a phased and costed implementation programme of transport schemes over a period of 5 years. It is important to note that the implementation of the measures proposed by the CITP will be subject to:

- Appropriate economic and social appraisal;
- Any relevant statutory procedures such as environmental impact assessments, planning and land acquisition; and
- The availability of funds through the legal budgetary processes.

The transport goals and objectives for include the following:

- Plan and develop a transport system that improves accessibility and mobility whilst enhancing social inclusion;
- Provide a fully integrated public transport system;
- Develop a transport system that drives economic development;
- Improve the safety and security of the transport system;
- Develop a transport system that reflects the image of the city;
- Develop an efficient, effective, development orientated public transport system that integrates land use and public transport plans; and
- Develop a transport system that is environmentally sustainable.

## HIGH LEVEL DELIVERABLES

The high level deliverables towards the end of the term will be as follows:

- An approved Comprehensive Integrated Transport Plan with identified projects and programmes to support the city's strategies;
- The implementation of the TRT project Phase 1, Line 2A (Church Square to Hatfield), Line 1A (Wonderboom to Church Square), complete with Automated Fare Collection System;
- A complementary bus route extended from Wonderboom to Kopanong and Denneboom Station;
- The implementation of the an Urban Traffic Control System (UTC) for the CBD and above trunk lines;
- Non-motorised transport (NMT) facilities; and
- Eradication of flooding backlogs in some areas identified which are prone to flooding.

## CHALLENGES FOR THE SECTOR

The following challenges have been identified for the sector:

Land Use	Public Transport	Freight	Infrastructure
Urban Sprawl Land use and transport – spatial distortions	Long travel distance, travel time and cost.	The move from road to rail freight	Parking considered a right
Congestion – increase in traffic annually	Large proportion of Inter-provincial and inter-city commuter services	Law enforcement and overload control. Traffic congestion	Implementation of TDM is difficult
Links to economic and social hubs are poor	Fragmented Public Transport	Maintenance of roads Safety in operations	Very limited NMT facilities

Land Use	Public Transport	Freight	Infrastructure
	Traffic Congestion impact on public transport	Impact of freight externalities on society	Funding for roads maintenance
	High SOV usage	Increase of freight on existing road network	Magalies range limits north/south movement
	Safety and reliability	Long-heavy vehicles through and in the CBD	Lack of progress to develop TWB/PWV 9 affects access to west of city
		An increase in demand of Warehousing, Distribution centers	High levels of road incidents and fatalities

Key projects earmarked for development in the Draft MTREF 2014/15 – 2016/17:

- Doubling of Simon Vermooten;
- Construction of internal Road in the northern areas of the city and in new settlements ;
- Development of collector road where there are backlogs and to reduce congestion;
- TRT - Transport Infrastructure roll out and operationalisation of the CBD to Hatfield route; and
- Reducing flooding through networks and drainage canals development in line with the Master Plan

## INTERGOVERNMENTAL DEPENDENCIES

The CIP is a statutory document and required extensive intergovernmental interactions and liaison. The liaison will take place at the level of the CIP Steering Committee and includes the Department of Transport, the Gauteng Department of Roads and Transport, the Passenger Rail Agency of South Africa (PRASA), Statistic South Africa and the Financial and Fiscal Commission.

## CONCLUSION

The current public transport services are running inefficiently at present with little integration between services and fares. The basis of transport is the CIP which when reviewed will strive to achieve the following 3 objectives, namely:

- The move from Private Transport to Public Transport;
- The move from Motorised- to Non-Motorised Transport; and
- The move from Road- to Rail Transport.

# **HOUSING AND HUMAN SETTLEMENT SECTOR PLAN**

## **INTRODUCTION**

The City of Tshwane is in the process to revise its Sustainable Human Settlement Plan. The Plan is developed will ensure that the City meets its constitutional obligation of ensuring that residents have proper access to sustainable and innovative housing solutions and affordable housing opportunities as envisaged and in the spirit of the Breaking New Ground policy.

The Plan is relevant in that it assist in the alignment of all the plans and programmes the City runs in its endeavour to provide sustainable human settlements. It has the potential to realign spatial patterns, given the strongly distorted spatial structure of the metropolitan area due to apartheid legislation which forced disadvantaged communities to the peripheral parts of the City e.g. Temba, Mabopane, Ga-Rankuwa, Soshanguve, Atteridgeville and Mamelodi.

## **LEGISLATIVE CONTEXT**

The development of the Sustainable Human Settlements Plan was guided by the following legislative frameworks:

- Constitution of the Republic of South Africa (Act no. 108 of 1996)
- National Housing Act (Act no. 107 of 1997)
- Housing Amendment Act (Act no. 3 of 2001)
- Less Formal Township Establishment Act (Act 113 of 1991)
- Rental Housing Act (Act no. 50 of 1999)
- Communal Land Rights Act (Act no. 11 of 2004)
- Upgrading of Land Tenure Rights Act (Act no. 112 of 1991)
- Extension of Security of Tenure Act (Act no. 62 of 1997)
- Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (Act no. 19 of 1998)

The Sustainable Human Settlements Plan is currently under review and it is anticipated that the plan will be completed during the 2014/15 Financial Year.

## **STRATEGIC FOCUS**

Housing and Human Settlement Objectives:

- The City of Tshwane will promote integrated human settlements that are economically attractive to the private sector for investment;
- Township development should be on well-located land that is close to work opportunities and that is affordable;
- A sustainable secondary housing market is promoted in the former township areas, i.e. a healthy “churn” factor;
- The cost of engineering services should be affordable;
- Each development should be provided with a full complement of social facilities and amenities To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising housing projects in the City of Tshwane area in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-coordinating cross-sector role players to aligning their development interventions in one plan;
- To ensure budget allocations to the City of Tshwane are most effectively applied for maximum impact;
- To provide effective linkages between the City of Tshwane Spatial Development Framework and the location of housing projects which include a range of social, economic, environmental and infrastructure investments;
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality;
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.

## **HIGH LEVEL DELIVERABLES**

Formalisation is an IDP and budget key focus area for 2014/15. The key programmes include:

- Planning and development of the following:
- Project Linked Housing - Water Provision;
- Sanitation services for low cost housing;
- Roads and Stormwater for Low Cost Housing; and
- Project Linked Housing – Acquisition of Land.

## **CHALLENGES FOR THE SECTOR**

Key challenges in the sector include:

- As a consequence of rapid urbanisation, new household formation and past racially based planning, the City faces a significant challenge in providing affordable, suitable accommodation to poor households;
- In addition to living in poor accommodation, many households still do not have access to basic services in respect of water, sanitation, refuse removal and electricity;

- The national housing programme has been delivering approximately 220,000 housing opportunities per annum (which include 160 000 housing units and 60 000 serviced sites) which is falling far short of the backlog;
- Poor planning has resulted in a proliferation of marginalised and disconnected settlements;
- Many informal settlements, by way of contrast, are well located with respect to social amenities and economic opportunities, but lack security of tenure and/or access to adequate basic and social services and on land which is not suitable for residential development;
- Urban sprawl and low densities contribute to unproductive and inefficient cities as poor households continue to be marginalised by distance and transportation costs and the lack of agglomeration in many urban centres undermines economic development and efficiency; and
- Basic management of hostels

## **INTERGOVERNMENTAL DEPENDENCIES**

Historically the delivering of Houses has been the mandate of the National and Provincial Departments responsible for Housing. The development of houses within the municipal space, have been coordinated and implemented by the above two spheres.

Through the Housing accreditation process the City are driving to become the delivering authority for houses. This process has progressed but are still not finalised. Continues interaction with the National and Provincial departments responsible for Housing and Human Settlements are taking place to conclude the process. Although the City is funding certain initiatives to facilitate the development of housing and human settlements, it is dependent on funding for the provision of Sustainable Human Settlements from the National Department.

## **CONCLUSION**

The City of Tshwane Sustainable Human Settlement Plan which is currently under review, outlines all the City's housing development programmes and demonstrates how they will achieve the sustainability component it envisages achieving. This sector plan is only a high level reflection on the focus of it.

# **WATER SERVICES SECTOR PLAN**

## **INTRODUCTION**

Section 13 of the Water Services Act (Act 108 of 1997) makes it compulsory for every Water Services Authority to compile a Water Services Development Plan (WSDP). The City Of Tshwane (CoT) is the responsible Water Services Authority in its area of jurisdiction. In addition to being a legal requirement, the WSDP provides the basis of planning for water services in a Water Services Authority, serving as input to their Integrated Development Planning process. The WSDP provides information on, inter alia, water sources and quality, water balance, water services infrastructure and institutional arrangements for water services.

A Water Services Development Plan (WSDP) must be compiled annually by Water Service Authorities and contain details of:

- Physical attributes of the area
- Size and distribution of the population in the area
- Time frame of the plan including the implementation programme of water service for the next five years.
- Existing water services
- Existing water users
- Existing industrial effluent disposals
- Number and location of persons within the area who are not being provided with a basic water supply and sanitation
- Future provision of water services
- Number and location of persons to whom water services cannot be provided within the next five years
- Existing and proposed water conservation, recycling and environmental protection measures

The key focus of the sector is to:

- Reduce the infrastructure backlogs
- Refurbish and upgrading the infrastructure network;
- Accelerate demand side management and climate change mitigation initiatives and building retrofit programme ; and
- Leading in long-term infrastructure planning, as well as coordinating strategic infrastructure investment programmes.

## **LEGISLATIVE CONTEXT**

The development of the Water Services Development Plan is guided by the Water Services Act (Act 108 of 1997)

## **STRATEGIC FOCUS**

- To provide an adequate supply of bulk water on a continuous basis in an economic, effective and efficient manner, and at an acceptable quality and price to satisfy the needs of our clients
- To distribute potable water in a sustainable, effective and efficient manner to the satisfaction of our clients, stakeholders and communities in accordance with their expressed needs
- To improve access to water and sanitation facilities for the satisfaction of essential needs of water consumers in Tshwane through effective and efficient planning and implementation of new water and sanitation infrastructure
- To recover and treat waste water in an effective and efficient way, and to dispose of all by-products from treatment processes in accordance with legally prescribed standards to prevent pollution of the environment
- To have satisfied customers that prosper in a sustained, safe and healthy environment through professional education, development, promotion and communication about the provision of water and sanitation services and effective utilisation of water services
- To maintain high standards of governance, management and administration in the divisional organisation through compliance with all appropriate statutory requirements and "best practice" operations management, human resource management, finance management, logistics management and general administration services

### **National Government Directives**

- National targets for eradication of water and sanitation backlogs
- Accelerated Shared Growth Initiative for South Africa
- National Spatial Development Perspective
- DWAF Strategic Framework for Water Services
- Constitution of the Republic of South Africa – Chapter 2: Bill of Rights

### **Provincial Government Directives**

- Gauteng Growth and Development Strategy
- Gauteng Spatial Development Perspective



#### City of Tshwane Directives

- Tshwane Vision 2055
- City of Tshwane's Integrated Development Plan
- Spatial Development Framework
- Tshwane Integrated Environmental Policy and Implementation Plan
- Cross-cutting policies, programmes and issues

### **HIGH LEVEL DELIVERABLES**

The following are key infrastructure being delivered in support of the delivery and improvement of the service:

- Bulk Water Supply (BWS), Water Distribution (WD), Waste Water Collection (WWC), Waste Water Treatment (WWT);
- Reservoir Extensions;
- New Bulk Infrastructure;
- Replacement and Upgrading: Redundant Bulk Pipeline Infrastructure;
- Refurbishment of Water Networks and Backlog Eradication;
- Replacement, Upgrade, Construct Waste Water Treatment Works Facilities; and
- Replacement of Worn Out Network Pipes

### **INTERGOVERNMENTAL DEPENDENCIES**

The Water and Sanitation Division has the following Intergovernmental Relations Activities:

- Bulk Water Supply to neighbouring municipalities:
- Gauteng Water Services Forum (GWSF):
- City Water Managers Forum (CWMF):
- DWAF Regulatory Performance Measurement

#### Existing Agreements with other Municipalities

- Bulk Water Supply to Moretele Local Municipality (MLM)
- The provision of bulk water to Johannesburg Water (JW)
- Bulk Sewerage service delivery agreement with Johannesburg Water (JW)
- The provision of bulk water to Thembisile Local Municipality
- Bulk Water Supply to Madibeng Local Municipality

### **CONCLUSION**

The focus for 2014/15 will therefore be on the improvement of water service infrastructure in order to ensure the delivery of improved access to and the quality of services. In the delivery of its mandate, the City will align its implementation of programmes with the Tshwane Vision 2055.

# **ENVIRONMENTAL SECTOR PLAN**

## **INTRODUCTION**

The Environmental Management Services Department is designed to improve the quality of life for all its citizens and clients through a concerted effort aimed at improving the City of Tshwane (CoT)'s aesthetics, protection of priority natural resources, providing agrarian support as a contribution to broader rural development, as well as food security interventions. In order to give effect to these strategic outputs, the Department operates within a regulatory and scientific framework that defines its daily activities and processes.

The Department ensures a cleaner city by providing scheduled kerbside and containerized waste collection to households, public buildings, business and other institutions and is responsible for ensuring that Tshwane residents have access to recreational parks, landscaped public facilities, nature reserves, resorts and swimming pools, safe and adequately maintained open spaces.

The Fresh Produce Market segment of the Department provides a central market distribution system primarily for the city and the rest of the country. In the execution of this role as the central distribution system for the CoT, the Department strives to ensure improvement of food security and food safety by attracting fresh produce from various producers including promotion of small scale farmers within the city and regular compliance testing. The Market also provides infrastructure and services to satisfy the needs of market users that ultimately contribute to the economic growth of the city and job creation.

From the agricultural production, farmer support and rural development point of view, the department has initiated and implemented the concept of Sustainable Agricultural Villages (SAVs), as an incubator for farmer support and development. The SAV programme has been adopted by the city and will be rolled out in various service delivery regions of the CoT.

## **LEGISLATIVE CONTEXT**

The Department is centered and operates within a regulatory framework emanating either from national legislative landscape or local By-Laws including, but not limited to:

- The South African Constitution, Act 108 of 1996;
- Agricultural Products Standards, Act 119 of 1990;
- Agricultural Pests Act 36 of 1983;
- Animal Diseases, Act 35 of 1984;
- Conservation of Agricultural Resources, Act 43 of 1983;
- Transformation of certain Rural Areas, Act 94 of 1998; Interim Protection of Informal Land Rights, Act 30 of 1996;
- National Environmental Management, Act 107 of 1998;
- Waste Act, 59 of 2008;
- Protected Areas, Act 57 of 2003;
- Biodiversity, Act 10 of 2004;
- Air Quality Act, 39 of 2004;
- Waste By-laws;
- Cemetery By-laws;
- Public Amenity By-laws.
- Agricultural Product Standard Act, Act 119 of 1990;
- Food Stuff, Cosmetic and Disinfected Act, Act 54 of 1972;
- Perishable Product Export Control Act, Act 9 of 1983; and
- Market By-laws.

## STRATEGIC FOCUS

The Department renders an environmental service by conserving and protecting urban ecosystems where ever possible. The benefits that residents obtain from urban ecosystems are: provisioning services (e.g. food, water, timber); regulating services (e.g. regulation of climate, floods, disease, waste and water quality); cultural services (e.g. recreational, aesthetic and spiritual) and supporting services (e.g. soil formation, photosynthesis and nutrient cycling). The Department will achieve this goal by implementing urban nature conservation (biodiversity management) and the management of visitor facilities at nature resorts. (12 nature reserves, 10 bird sanctuaries, nature areas like rivers and ridges, 13 resorts and 30 swimming pool facilities).

The Department has a major role to play with regard to climate change mitigation and adaptation. Reducing greenhouse gas emissions, as well as, waste recycling and conversion technologies, are an increasingly important aspects of our business plan. The Department will achieve this goal by:

- Developing and finalizing its integrated Air Quality Management Plan;
- Finalizing the development of the carbon foot print of the city;
- Developing, operating and managing multi-purpose waste treatment facilities and facilities which process separated waste materials;
- Engage with the private sector business in developing options for alternative waste conversion technologies (waste to energy, gas to energy etc.);
- Green Infrastructure development & retrofitting; and
- Finalizing the development of the carbon foot print of the city.

## **Promotion of Environmental Sustainability**

The Tshwane Integrated Environmental Policy (TIEP) gave direction to the TIEP Implementation Plan, a five-year strategy to achieve greater environmental sustainability and ensure enhanced integration of environmental matters into the activities of the municipality.

## **HIGH LEVEL DELIVERABLES**

The department key deliverables focus around the following:

- Standardization for household waste removal services through the rollout of 240ℓ bins;
- Redistribution of retrieved 85ℓ bins to improve waste removal services;
- Development of parks, recreational areas and cemeteries;
- Development of Sustainable Agricultural Villages (SAVs);
- Green Infrastructure development & retrofitting; and
- Finalizing the development of the carbon foot print of the city.

## **INTERGOVERNMENTAL DEPENDENCIES**

The Department engages with the following Inter-Governmental Departments: Working for wetlands, Working for water, SANBI grassland forum, the Department of Public Works, and the Gauteng Department of Agriculture and Rural Development (GDARD and the Department of Environmental Affairs (DEA).

A Memorandum of Understanding (MoU) with the National Zoological Gardens to raise the standards of animal husbandry and management, education of the public on conservation issues and initiating research and conservation field projects.

## **CONCLUSION**

The focus for 2014/15 will therefore be on the improvement of the way services are delivered in relation to the impact thereof on the environment. The finalization and implementation of the carbon foot print of the city to ensure the sustainability of the environment. In the delivery of its mandate, the department will align its implementation of programmes with the Tshwane Vision 2055.

# **DISASTER MANAGEMENT FRAMEWORK**

## **INTRODUCTION**

In order for the City of Tshwane to comply with the requirements set out in the Disaster Management Act, 2002 (Act 57 of 2002), as well as the NDRMPF and GPDRMPF, the City of Tshwane developed a framework which will govern the multisectoral and multidisciplinary nature of Disaster Risk Management (DRM). Such framework was developed and The City Council of Tshwane approved the revised Disaster Risk Management Policy Framework on 22 May 2013.

## **EXECUTIVE SUMMARY**

The South African Disaster Management Act, 2002 (Act 57 of 2002) (DMA) heralds a new era in how South Africa perceives disaster risk, hazard and vulnerability. The Act brings the function and activity of Disaster Risk Management (DRM) into the backyard of each and every province and metropolitan, district and local Municipality. It calls for the establishment of structures, frameworks, plans, procedures and strategies that cut across all sectors of government. It further gives the responsibility of managing disaster risk to the highest political authority in each sphere of government.

In order for the City of Tshwane to comply with the requirements set out in the Disaster Management Act, 2002 (Act 57 of 2002), as well as the National Disaster Risk Management Policy Framework (NDRMPF) and Gauteng Provincial Disaster Risk Management Policy Framework (GPDRMPF), the City of Tshwane is required to develop a framework that will govern the multi-sectoral and multidisciplinary nature of DRM. This document serves as such a policy. The City of Tshwane's Disaster Risk Management Policy Framework (DRMPF) aims to provide the City with a holistic and integrated framework that underpins the implementation of the Disaster Management Act, 2002 (Act 57 of 2002) at metropolitan level. The DRMPF is in line with the requirements of both the NDRMPF and the GPDRMPF.

## **LEGISLATIVE REQUIREMENTS**

The DRMPF for the City of Tshwane guides the development of the Council's DRM arrangements for the City. As such, it is a strategic blueprint that does not describe the operational detail of the arrangements for DRM, but rather provides a framework within which the various stakeholders can meet their responsibilities, integrate and coordinate their operations, and develop and adopt joint standards of practice. It calls for the development of a comprehensive disaster risk profile for the city as a

whole on which DRM planning, programmes and practices must be based, to ensure that priority is given to measures that will reduce the vulnerability of areas, communities, households and individuals who are at risk to those hazards that are likely to occur or that may occur in the Council's jurisdiction or in neighbouring jurisdictions.

The following legislation has been taken into consideration when compiling this plan:

- Constitution of the Republic of South Africa Act, 1996
- Disaster Management Act, 2002 (Act 57 of 2002)
- Fire Brigade Act, 1987 (Act 99 of 1987)
- National Veld and Forest Fire Act, 1998 (Act 101 of 1998)
- Gauteng Ambulance Services Act, 2002 (Act 6 of 2002)
- Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
- National Building Regulations and Standards Act, 1977 (Act 103 of 1977)
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- Occupational Health and Safety Act, 1993 (Act 85 of 1993)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)

## **SUMMARY OF THE COT DMF**

The Council's DRMPF consists of seven elements: four key performance areas (KPA's) and three enablers. These KPA's and enablers are in line with those of the NDRMPF. The purpose of structuring the framework in this manner is to facilitate the implementation of the DMA by specifying a clear objective for each KPA and enabler, by providing key performance indicators (KPIs) for each KPA and enabler which will provide the mechanisms for monitoring implementation. This approach is in accordance with section 7(2)(m) of the DMA. The DRMPF core business is divided into KPA 1 (Integrated institutional capacity for DRM); KPA 2 (Disaster risk assessment); KPA 3 (Disaster risk reduction); KPA 4 (Response and recovery); Enabler 1 (Information management and communication); Enabler 2 (Education, training, public awareness and research); and Enabler 3 (Funding arrangements for DRM).

The Chief of Emergency Services and Head of the Disaster Management Centre is the custodian of the DRM framework.

The application of the risk equation resulted in prioritisation of the top ten disaster risks for the city of Tshwane as follows:

- Dolomite resulting in sinkholes
- Community impact of mission critical systems failure

- Fires
- Pollution
- Flooding incidents
- Hazardous material incidents
- Civil unrest and xenophobia
- Major transportation accidents
- Epidemics
- Special events incidents

## **CONCLUSION**

The framework will only be reviewed when changes in the environment necessitate revision. The latest approved framework will remain applicable to all planning and operational processes within the City of Tshwane until the Council adopts a revised framework.

The success of the DRMF needs commitment from and approval by relevant key role players so as to deal with eminent disaster risks within Tshwane. The key role players are listed in the table in the approved framework document.

The Complete DRMF is contained on the Compact Disc (CD) accompanying the IDP document.