

CHAPTER 2: SITUATIONAL ANALYSIS

The City of Tshwane is the administrative capital of South Africa. It is located in the north-western corner of Gauteng Province covering approximately 13% of the Province's surface. Like the metropolitan municipalities of Ekurhuleni and the City of Joburg, the City of Tshwane is a Category A municipality. However, unlike the other two metros, Tshwane comprises a significant amount of rural land, which must be managed in synergy with its urban responsibilities. Together, the three metropolitan municipalities constitute the economic power house of South Africa, causing them to play a critical role in the future of the Province and the country. It is therefore important that the City of Tshwane positions itself appropriately to contribute to Gauteng becoming a well developed and highly competitive global city region.

Tshwane is also unique in that it hosts by far one of the largest diplomatic communities in the world. Further, it is a city that is endowed with the highest number of higher learning and research institutions in the country, better positioned to leverage the knowledge economy.

In this spirit, the City of Tshwane has formulated its vision, which states that Tshwane aspires to be ***"the leading international African Capital City of excellence that empowers the community to prosper in a safe and healthy environment."*** This vision unequivocally declares the City's commitment towards urban success in the face of many complex challenges.

These challenges can be grouped into two categories, viz. restructuring, and development and growth, whereby:

- **Restructuring**, implies **addressing the structural imbalances** created by past apartheid policies and practices, which cover all sectors of planning and development; and
- **Development and growth**, imply further **strengthening of Tshwane's economy** to enable the City to share in global capital and labour markets taking up its rightful place provincially, nationally and internationally.

2.1 NATIONAL AND PROVINCIAL POLICY IMPERATIVES

The national and provincial policy imperatives should be taken into consideration in the implementation of the CoT core business. Therefore, the City of Tshwane should focus its efforts to complement National and Provincial Government to accomplish developmental goals, however focusing on matters that are the competency of Local Government.

2.1.1 NATIONAL 2014 VISION

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

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

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods;
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets;

- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society;
- Ensure that all South Africans, including especially the poor and those at risk – children youth, women, the aged and people with disabilities – are fully able to exercise their constitutional rights and enjoy the full dignity of freedom;
- Compassionate government service to the people: national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service;
- Massively reduce health risks such as tuberculosis, diabetes, malnutrition and maternal deaths and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents;
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality; and
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

Vision 2014 translates into practical steps, with the following specific implications for the City of Tshwane:

- A growing economy;
- Sustainable livelihoods – inter alia creating job opportunities through the Expanded Public Works Programme (EPWP);
- Access to services:
 - Speed up programmes to provide water and sanitation, electricity and telephone services;
 - Build more subsidised housing;
 - Improve services in health facilities;
 - Ensure that all children have decent educational facilities and services;
 - Realise Batho Pele principles and improve services in government offices;
- Comprehensive Social Security;
- Crime and corruption – enhance visible policing; and
- Constitutional rights and governance – improve interaction between government and the people.

2.1.2 ACCELERATED AND SHARED GROWTH INITIATIVE- SOUTH AFRICA (ASGISA)

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

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

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

Targets set by ASGISA include:

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

2.1.3 THE ANC MANIFESTO

The ANC manifesto emphasises growing the economy, fighting poverty, creating jobs, building roads, rail networks and dams, building better quality houses closer to economic opportunities, providing skills required by the economy, being a compassionate government to the people, improving services for a better national health profile, and reducing preventable causes of death (violent crime and road accidents). Similar to ASGISA, the halving of poverty is a critical target in the manifesto.

The ANC manifesto has also played an important role in shaping the five year programme of the new political term as from 1 March 2006, hence the intentions of the manifesto are evident in the programmes and projects of the CoT.

2.1.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

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

The National Spatial Development Vision is as follows:

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

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

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

- *Economic growth* is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation;
- *Government spending on fixed investment*, beyond the constitutional obligation to provide basic services to all citizens, *should therefore be focused on localities of economic growth and/or economic potential* in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;
- Efforts to address past and current social *inequalities* should *focus on people not places*; and

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be *channeled into activity corridors and nodes that are adjacent to or link the main growth centres*. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development community region to create regional gateways to the global economy.

The NSDP thus seeks to focus the bulk of fixed investment of government on those areas with the potential for sustainable economic development, as it is in these areas where government's objectives of promoting economic growth and alleviating poverty will best be achieved.

2.1.5 GOVERNMENT'S MEDIUM TERM STRATEGIC FRAMEWORK

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

The Government-Wide Monitoring and Evaluation System aims to establish specific indices for government. There is emphasis on measuring impact and not only inputs and outputs. There has not been a final decision as to which indicators are compulsory for municipalities on. Therefore this review cycle of the IDP focused on those national key performance indicators as established in legislation. At an operational level (SDBIP and departmental level) indicators will be reported as per the annual report requirements.

2.1.6 NATIONAL APEX PRIORITIES

In his State of the Nation Address on 8 February 2008, President Thabo Mbeki announced a list of 24 Apex Priority Projects as part of the *Business Unusual: All hands on deck to speed up change initiative*. These priorities will be incorporated into the government Programme of Action. The Apex Priority Projects include; Industrial Policy Action Plan, setting up an investment call centre, speeding up ICT interventions, Resolve organisational issues on skills development; implementing intensive campaigns on energy security, Resourcing poor schools and monitoring learning outcomes, Speeding up land and agrarian reform, implementing the war against Poverty, Self-/employment interventions in the Second Economy, speeding up community infrastructure programme, Implementation of Early Childhood Development (ECD) programmes, Intensify campaigns on communicable diseases; Assistance to Small and Medium Enterprises including procurement activities by government, Implement special social cohesion campaign, Regularising employment and KPA's at designated levels, Ensuring integrated planning across all spheres, Improve civic services, Implement special crime combating & security initiatives, Reduce number of cases pending trial, Partnerships and communication on fighting crime, Continue to facilitate resolution of political challenges facing Zimbabwe, Consolidate advances relating to peace and reconstruction in DRC, Intensify economic diplomacy and communication; and Increase South African National Defense Force (SANDF) Military Skills Development (MSD) intake of young trainees

2.1.7 GAUTENG GROWTH AND DEVELOPMENT STRATEGY

The Gauteng GDS is an action-orientated strategy intended to build a sense of provincial unity and responsibility amongst all sectors of society towards reducing poverty and unemployment, creating jobs and ensuring socio-economic transformation in the Province. It provides a practical framework to substantially raise the Province's growth rate and create substantial numbers of sustainable jobs

over the next decade. It supports the Province's and the country's long term vision of human rights based, just, equitable and fair society in an established democracy.

The **vision** of the Gauteng GDS is to *ultimately create a better life for all citizens, including the Continent, through:*

- *Long term, sustainable growth of the provincial economy;*
- *Meeting the socio-economic development needs of our people;*
- *Creating jobs, and*
- *Reducing unemployment and poverty.*

The GDS reflects **six strategic objectives** towards achieving this vision, namely:

- Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty;
- Accelerated labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment;
- Sustainable socio-economic development;
- Enhanced government efficiency and cooperative governance;
- Deepening participatory democracy, provincial and national unity and citizenship; and
- Contributing to the successful achievement of NEPAD's (New Partnership for African Development) goals and objectives.

The following are the **strategic levers** proposed to enact the Gauteng GDS:

- Provision of an accessible, affordable, reliable, integrated and environmentally sustainable public transport system;
- Gautrain;
- Provision of housing;
- Public safety and urban information system;
- 2010 Football World Cup;
- Public health services;
- Human resource development;
- Small Medium Micro Enterprise (SMME) Support;
- Broad Based Black Economic Empowerment (BBBEE);
- Social development;
- Government institutional efficiencies; and
- NEPAD.

The following aspects are emphasised in terms of these levers:

- Realigning the manufacturing sector.
- Broadening business activity; and
- Promoting financial and business services.

The following provincial **priority areas for setting targets and indicators** were identified.

Priority Areas for Setting Targets and Indicators		
Target Area	Current Baseline	10 Year Goal (2014)
Economic growth	5%	8%
Increase employment	25.7%	12.8%
Job creation	1.7 million unemployed people	800 000
Skills development and capacity building	No baseline figure	100 000 people trained
SMME support	No baseline figure	30 000
BBBEE	No baseline figure	80% of procurement spent

Priority Areas for Setting Targets and Indicators		
Target Area	Current Baseline	10 Year Goal (2014)
NEPAD	No baseline figure	<ul style="list-style-type: none"> • 10 twinning agreements • 10 exchange visits • 10 partnerships established – resulting in increased trade volumes

2.2 CITY OF TSHWANE POLICIES AND STRATEGIES

The National Apex Priorities, 2014 Vision, National Spatial Development Perspective and Gauteng Growth and Development Strategy have the following collective objectives, namely a commitment towards **economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequalities**.

The City of Tshwane therefore seeks to focus its efforts to complement National and Provincial Government to accomplish the above. The Strategic Levers emanating from the city's macro and long-term strategy, including the medium-term plan reflect Tshwane's attempts in actively working towards achieving the targets set out at national and provincial level.

2.2.1 THE CITY DEVELOPMENT STRATEGY

It is generally accepted world wide that metropolitan cities need to develop longer and growth oriented city strategies, beyond and above their usual medium and short-term implementation plans. This view is widely supported and promoted in South Africa by all relevant stakeholders including: the National Department of Local Government (DPLG), the South African Cities Network (SACN) and other national and provincial sector departments including the Private Sector. The City of Tshwane embarked on a process to develop a long-term city growth and development strategy in 2003, and this culminated in the adoption of a Tshwane "City Development Strategy" (CDS) in September 2004.

The Tshwane CDS typically identifies a long-term vision for the city, takes into account the socio-economic and environmental context, identifies competitive advantages, concentrates on critical issues, and seeks to establish an integrated strategy for creating greater city efficiencies. Furthermore the CDS is action oriented and seeks to establish a new culture of urban management.

The CDS is a bold initiative by the CoT to influence the development path of the city over the next 20-30 years. It proposes a substantial programme of public-led investment to re-structure current patterns of settlement, activity and access to resources in the City towards greater equity and enhanced opportunity. The CDS specifically targets future development opportunity in traditional dormitory settlements to the north, east and west of the CBD. It is the umbrella strategy that provides direction to the City's Integrated Development Plan, associated sectoral plans and strategies, and the allocation of resources of the City and other service delivery partners.

The CDS introduces important policy shifts and emphases as follows:

- From unfocused, low-impact public expenditure to focused high-impact public investment.
- From a concentration on individual household infrastructure to balanced investment in public benefit infrastructure and individual households.
- From a broad intention of compacting and integrating the apartheid city to a more sophisticated and strategic intervention package.
- From unsustainable patterns of infrastructure investment to an approach that balances growth and maintenance.
- From unproductive investments to investments with a multiplier effect.
- From being a development facilitator to directing development. In probably the most important shift, the CoT will define its strategic role as initiating public investment to which private business can respond.

These policy shifts have further been translated into 7 strategic focus areas as outlined below.

- **Developing the North** - Infrastructure led expansion of development potential of the north to tackle poverty and to realise economic potential.
- **Maintaining Existing Urban Areas** - Continued development of the established urban areas (Pretoria Central, Centurion, South-eastern Pretoria, Mamelodi and Atteridgeville/Laudium) by maintaining services and expediting market-driven initiatives to support the overall development of Tshwane.
- **Strengthening Key Economic Clusters**: strengthening key economic clusters to gain leverage from growth trends in manufacturing, government and business services.
- **Celebrating the Capital** - Celebrating the National Capital and Repositioning the Inner City as a vibrant cultural and government centre.
- **Building Social Cohesion** - Building high levels of social cohesion and civic responsibility to maximise development opportunities
- **Strong Developmental Municipal Institution** - Modernising the administration for developmental service delivery through phased restructuring and institution building.
- **Sound Financial Fundamentals** - Ensuring municipal financial fundamentals as platform for services and development.

The CDS Implementation Agenda

During 2005, the CDS Implementation Agenda was adopted and this outlines a number of 'lead programs' aimed at catalyzing implementation of the CDS and moving the city towards achieving its long vision. There are eight (8) CDS lead programs areas which in themselves have a number of sub-programs and projects. The following noteworthy CDS Lead Programs can be outlined:

1. **Re Kgabisa Tshwane** – major inner city re-investment that compares at an international scale with an envisaged R22bn investment by the National Department of Public Works. The program is aimed at revitalising the inner city and protecting it as an asset base, making sure we retain government as major tenant and main contributor to job creation in the area – hence ensuring economic rejuvenation of this strategic node of the city. This program is clearly aligned to 2014 and ASGISA imperatives around: reducing unemployment, growing the economy and investing in strategic nodes.
2. **Rebuilding of a New Municipal Head Quarters (HQ)** – complimentary to inner city regeneration, this is a reciprocal investment by the city towards Re-kgabisa Tshwane by re-investing in its own assets. It is aimed at building confidence in the inner city and providing an appropriate signal to government as the target tenant and the market at large.
3. **Tshwane Kopanong** – the building of an iconic square and monumental land-mark to build social cohesion and celebrate Tshwane as the capital city. Also a complimentary inner city revitalisation initiative aimed at: (i) growing the economy and using infrastructure as a major driver of growth (ASGISA); and (i) provision of social and economic infrastructure (Gauteng GDS).
4. **City living Initiative and West Capital Urban Renewal** – also linked and part of the bigger inner city regeneration undertaking. This program aims at capitalising on existing and established "inner city living" trend in Tshwane. Hence building the CBD as vibrant area for working and living. Addresses ASGISA imperatives to "re-assess housing provision to ensure innovative solutions that allow people to be located close to economic opportunities". Draws from the NSDP logic to "identify/invest in areas of economic potential and opportunity", acknowledging the inner city as such an area of opportunity.
5. **Exploring Africaness: Urban arts and culture initiative** – also linked to the inner city revitalisation initiative. The program is aimed at building social cohesion through fostering a new common identity and unifying the citizens of the city towards one vision. It is intended to

define and establish a niche for CoT as an African city, whilst also acknowledging its importance as the capital city and seat of government.

6. **Quality Public Spaces Program: Tsosoloso.** The Tsosoloso program identified a lack of access to quality community facilities, public space and other “urban” facilities, as well as limited private sector investment, as key issues in the residential areas to the north, east and west of the CBD. Although substantial public sector investment has occurred in these areas over a number of years, most of it has targeted individual household needs through the delivery of housing and associated service infrastructure, as opposed to community or collective public needs. The initiative is therefore aimed at redirecting this trend, revitalising township nodes as the areas of coming together and economic hubs – partnering with community and private sector to revitalise these areas. Clearly aligned to ASGISA and Gauteng GDS (support to SMMEs, provision of social and economic infrastructure and services that will build sustainable communities). It also supports building social cohesion and providing better community service interface points to ensure citizens’ better access to government.
7. **Moving Tshwane Initiatives** –inclusive of sub-programs such as Establishment of a Tshwane Transport Authority, introduction of a Bus Rapid Transit system and transformation of the metropolitan bus-service, building of connectivity routes and opening-up accessibility to the northern parts of Tshwane as well as: completing the metropolitan mobility ring by building a Tshwane Western Bypass. These programs are aimed at improving accessibility and mobility in the city, acknowledging that world wide city efficiencies are based on a sound transport system and accessibility. Consistent with ASGISA (investment in transport infrastructure to support economic growth); NSDP (restructure apartheid settlement through introduction of efficient transport system, future developments in activity corridors) and Gauteng GDS (provision of an accessible, affordable, reliable, integrated, and sustainable public transport system).
8. **Connecting Tshwane to the Knowledge Economy: Smart City Digital Hub Program** – also consistent with the Gauteng GDS imperatives, the initiative is aimed at “bridging the digital divide” in the city and using new developments in technology as a driver of economic growth.
9. **Development of the Zone of Choice (ZOC):** In line with NSDP imperatives the Zone of Choice was identified as an area of opportunity with respect to un-locking economic rejuvenation and poverty alleviation in the northern impoverished parts of the Tshwane. The general development of the ZOC was centred on provision of housing in strategic and well located parcels of land – to bring people closer to economic opportunities. Up-scaled mixed use developments based on higher densities were to reinforce linked programs around improving accessibility through an efficient public transport in the area. NSDP (fostering development on the basis of economic potential).
10. In addition to the mixed-use housing developments, more specific interventions were introduced in the ZOC to ensure economic development. These centred on: supporting the automotive cluster and **building an international logistics cluster and freight airport.** For instance, at complete establishment and full operating capacity, the Logistics Cluster is envisaged to create at least 66 000 jobs p.a. (2005 estimates) thus contributing significantly to job creation and economic empowerment to the north. Consistent with the NSDP, ASGISA and ANC Manifesto around; economic growth, job creation and investment in areas of opportunity.
11. **Completing the metropolitan mobility ring and building of a Tshwane Western Bypass:** also linked to development of the north and particularly the ZOC, is meant to address issues of congestion and reduce the cost of doing business and improve mobility of goods for major corporate tenants in city (e.g. automotive cluster). In addition it will improve accessibility between the north and the rest of the city and the Gauteng city region.

12. **Working Infrastructure Program:** aimed at protecting and reinvesting in the city's infrastructure asset base and recognising it as major source of income. Calls for provision of differentiated infrastructure service/levels in the city, between areas of living and areas that contribute to economic growth. Linked to using infrastructure as a major driver of economic growth.

THE GROWTH AND DEVELOPMENT STRATEGY

There is a policy decision in the CoT that the CDS is the overarching strategy that guides all development in the City. Therefore, whereas the CDS is broad and interprets the city's growth and development needs from a general space economy perspective, the Tshwane GDS introduces a sectoral approach and begins to identify in detail the various sectors and industries that the city can begin to leverage in order to develop. However, it is important to understand that the development of a long-term growth and city development strategy in reality remains a living, evolving and iterative process.

The Tshwane Growth and Development Strategy (TGDS) was developed by the CoT during 2006 as part of a national initiative to put in motion localized plans of action to promote economic development and job creation. It identifies key strategic levers at the disposal of the CoT, which could be used to unlock a prosperous future for all citizens of the city. Both levers for accelerated economic growth and levers for economic empowerment that will ensure a more equitable sharing of the benefits of shared growth are outlined.

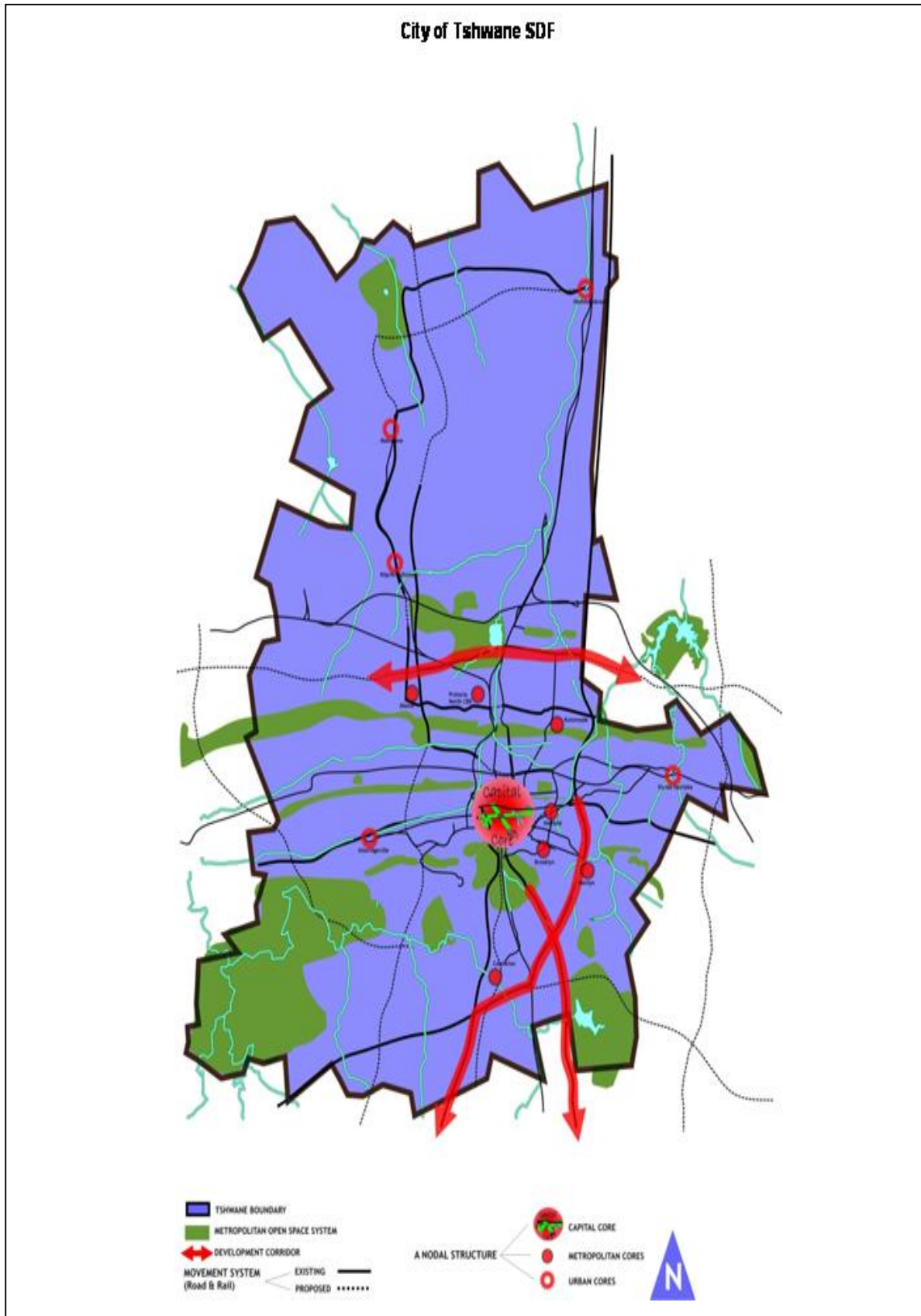
2.2.2 METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK (MSDF)

The Metropolitan Spatial Development Framework (MSDF), which is a statutory input into the IDP, was approved by the Council on 23 November 2005 prior to the confirmation of the ASD regions for the City.

The MSDF is strategic and the CoT sees it as having a longer timeframe than the IDP. The purpose of the MSDF for the city is to provide a spatial representation of the City Vision and the City Strategy and to be a tool to integrate all aspects of spatial planning (such as land use planning; planning of pedestrian, vehicular and other movement patterns; planning regarding buildings and built-up areas; planning of open space systems; planning of roads and other service infrastructure) as well as to guide all decision-making processes regarding spatial (physical) development.

The complete MSDF as approved by Council is hereby acknowledged within the IDP, together with the eight Regional Spatial Development Frameworks which were compiled as more detailed annexures to the MSDF.

Map 2.2.2: Tshwane SDF



The MSDF for Tshwane has two main focus areas:

- **Restructuring the city:**

The restructuring focus is to address the structural imbalances created by past apartheid policies, resulting in a major part of the city and its people being marginalised and excluded from urban opportunities.

- **Economic development and growth:**

These are crucial components of the spatial framework, in order to generate means to support and enhance urban development.

There are various interventions that may be utilised to support the focus areas of the MSDF, which are based on a number of considerations, which include:

- The importance of linking the people in the city to opportunities;
- Directing investments to places where it will have the most effect;
- Protecting and enhancing our natural and cultural resources for sustainability and to enrich our experience of the city, and
- Tying the growth of the city strongly into the economic fabric of the larger Gauteng region.

MSDF OBJECTIVES

The MSDF has the **overall objectives** of efficiency, sustainability, equity and liveability, and image. These overall objectives are supported by **specific objectives** which are:

- To stimulate development and growth;
- To use future growth and development to restructure Tshwane and to improve urban performance;
- To ensure sustainable use of environmental resources, their enhancement and replenishment;
- To use the valuable role of environmental resources to enhance the uniqueness, ecological sustainability and liveability of the metropolitan area;
- To meet community needs and promote community values and aspirations;
- To ensure that the urban structure has timeless qualities and that it does not short-sightedly respond to the mere current needs, circumstances and fashion;
- To create new social and economic opportunities and to improve access to the existing ones;
- To promote the viability of public transport;
- To promote all aspects of spatial integration;
- To enrich people's lives, as well as to enhance the uniqueness and identity of Tshwane, by means of an interesting urban form and inspiring urban environments;
- To enhance the functionality of the city and its elements;
- To create healthy, comfortable and safe living and working environments for all; and
- To instill business confidence in the metropolitan area as a whole by providing an enabling spatial framework that supports development.
- The spatial restructuring of the Tshwane metropolitan area is the most important aspect of the total restructuring of the City of Tshwane Metropolitan Municipality.

CITY OF TSHWANE SPATIAL DEVELOPMENT STRATEGY: 2010 AND BEYOND

The purpose of the Tshwane Spatial Development Strategy is to provide a spatial strategy that gives effect to the City of Tshwane's 5YP.

This Strategy is therefore primarily a short term investment management tool for the municipality. However, the document intentionally places the short term investment framework within the context of a long term spatial restructuring and development horizon, so as to ensure that any investment that takes place in the short term also subscribes to the ultimate long term vision of the municipal area.

Although the focus is primarily on the municipality's investment, it has a definite impact on private sector development, as it clearly sets out a development direction for the city, to which all private development must also adhere. To this effect, the Strategy informs the formulation of the Regional Spatial Development Frameworks, which are the municipality's foremost development management tools.

The strategic development focus areas are:

- Housing Densification;
- Sustainable Human Settlements;
- Accessibility and mobility;
- Economic Development Areas;
- The Capital Core; and
- Infrastructure investment.

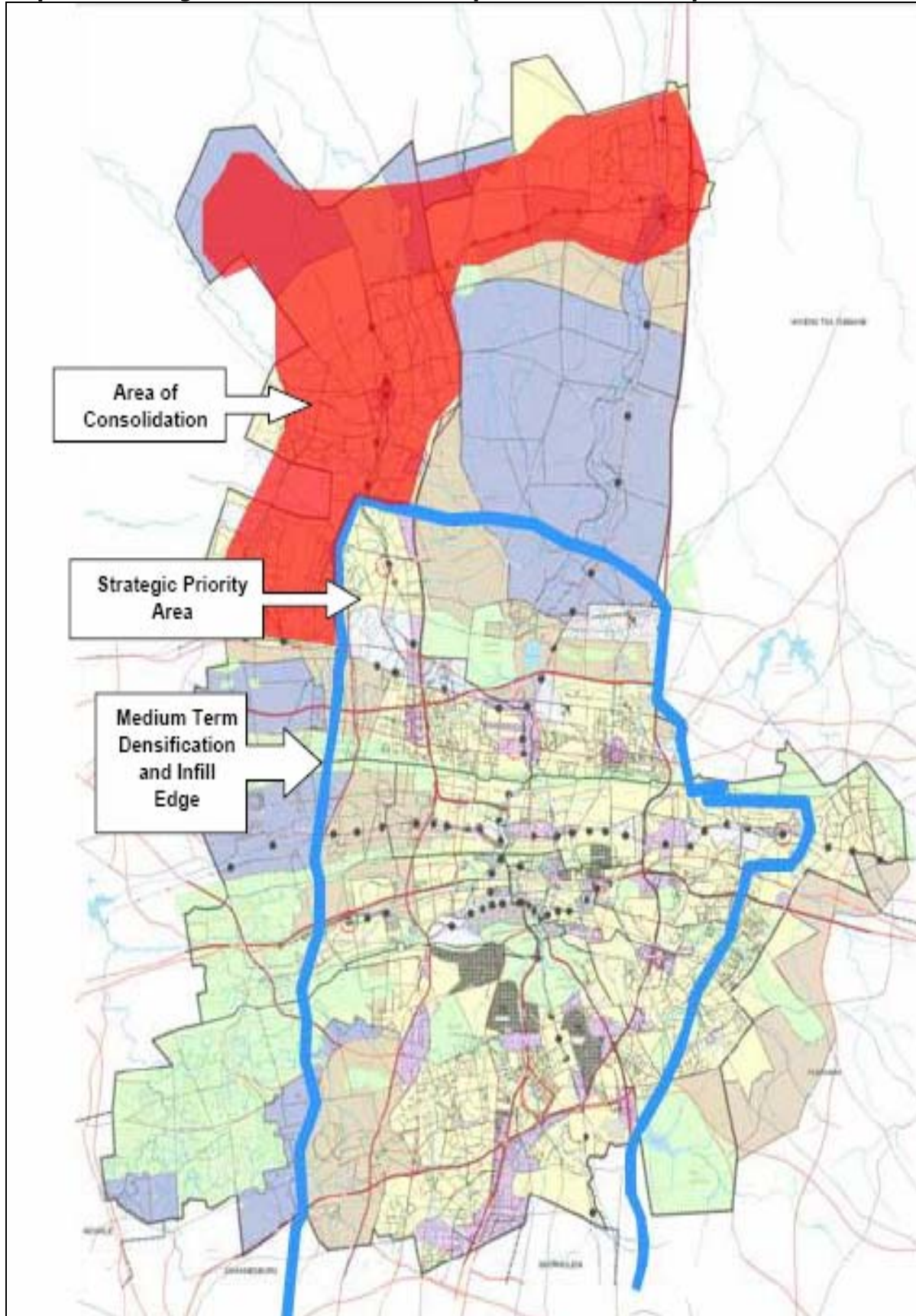
For the purpose of kick-starting the spatial restructuring of the municipal area, the Strategy identified a Densification and Infill Edge, which demarcates the priority investment areas in the city. This Edge differs from the Provincial Urban Edge as it is not a divide between areas where development may and may not go, but clearly shows where the municipality will be focusing our investment in the next 5 years.

The Densification and Infill Edge demarcates two investment zones, namely the Area of Consolidation to the north and the Strategic Priority Area to the south of this line.

In short, the focus on the Area of Consolidation will be on upgrading of infrastructure, in-situ upgrading of housing projects, and basic services and facilities. This is necessary both to ensure that the people living in these areas can enjoy decent living standards, and to ensure that the city meets the 2014 targets for the eradication of backlogs. No large scale investment in infrastructure or facilities should however take place in these areas.

The Strategic Priority Area will be the main focus area for economic development, large scale infrastructure investment and new, higher density housing developments for the poor. Specific intervention programmes have been identified for the Strategic Priority Area that should be the focus of municipal investment for the next four years.

Map: Redirecting Growth: Balanced Development in favour of Optimal Location



Lastly, the Strategy identified key catalytic interventions in which the municipality should invest over the next 5 years. This includes investment in affordable higher density housing in central locations, the inner city, a public transport system, the digital network and the education and research industry.

The Strategy is not a spatial development framework, but a strategic tool that addresses specific development needs in the city. The Strategy will not replace the CDS or the MSDF (although it may inform the revision of the MSDF).

2.2.3 THE HUMAN DEVELOPMENT POLICY (HDP)

The impetus for designing a Human Development Policy for Tshwane arose from the need to give effect to the CDS and the City's vision as it relates to human development.

A process was embarked upon to confirm the issues and challenges identified, introducing policy options to address the identified issues and their implications; accountability was determined; overlaps in mandates and areas of cooperation among the different spheres of government were identified; and a consolidated planning and implementation framework was developed. Each CoT Department defined its role regarding each policy recommendation.

The policy states that a number of major human development issues need to be addressed to improve the quality of life of the people of Tshwane, as reflected in the CDS.

The policy is designed to provide a framework in which a common approach will be used to implement the human development commitments made by the various departments in the form of different strategies, plans, programmes or projects. It recognizes human wellbeing as the product of development and emphasises that human development required multisectoral interventions. Consistent with national and international views on development, and adhering to the objectives set for local government, Tshwane has placed people at the centre of its development strategies.

The CoT has committed itself to resolving human development concerns in a comprehensive manner within the framework of its overall development strategies as contained in the CDS and, guided by and vested in a broader provincial, national and international framework. The vision of this policy is to contribute towards the establishment of a sustainable environment in which the people of Tshwane are able to develop and achieve their full potential and lead productive lives in an inclusive manner. The policy aims to bring about changes in the determinants of the City's development trends to ensure that these trends are in step with sustainable human development pursuits in a stable environment.

2.2.4 THE HUMAN RESOURCE DEVELOPMENT STRATEGY (HRD)

The CoT has embarked on the development of critical development strategies that will ensure sustainable institutional growth and compositeness, one of the strategies being the City Development Strategy. It was thus critical that an HRD Strategy be developed to ensure that the relevant competencies are developed and monitored so as to enable the CoT human resource contingent to respond to the undertaking of the CDS, and also enhance the implementation thereof.

The HRD strategy takes into account the following:

- Customer and financial perspectives;
- Sector skills plan;

- National capacity-building strategy for local government; and
- Provision of guidance on public-private partnerships in terms of service providers.

The purpose of this HRD Strategy is therefore to provide a framework that ensures integrated HRD planning and implementation, monitored institutional-wide and at departmental level, with progress measured against predefined indicators.

Section 68 of the Municipal Systems Act (Act 32 of 2000) states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way, and for its purpose must comply with the Skills Development Act (Act 97 of 1998) and the Skills Development Levies Act (Act 9 of 1999). The HRD was designed and developed in the spirit of the abovementioned legislation.

The abovementioned national, provincial legislation and directives alongside the CoT's CDS collectively form the development agenda for the City. Therefore, the HRD strategy development initiative, dovetails with the City's development agenda to form an *institution-wide* strategic context for the development of the CoT's human asset.

The CoT Human Resources Development Strategy is addressed through five priorities. The HRD strategic priorities are the following:

- Priority I: To develop the employees of the CoT to perform optimally, thus ensuring service delivery.
- Priority II: To implement the appropriate governance structures to effectively control, monitor and manage the learning experience within the CoT.
- Priority III: To support learning and development within the CoT through industry-based competency development, innovation, research and development.
- Priority IV: To ensuring that the skills and competencies of the Tshwane youth within manufacturing, government and business services are developed and enhanced.
- Priority V: To ensure effective and sound financial management.

The relationship between the HRD key priorities and its strategic intents is depicted in the following diagram:

HRD Strategic Directives	
<p>HRD Priority Areas:</p> <p>Priority I: To develop the employees of the CoT to perform optimally, thus ensuring service delivery.</p> <p>Priority II: To implement the appropriate governance structures to effectively control, monitor and manage the learning experience within the CoT.</p> <p>Priority III: To support learning and development within the CoT through industry-based competency development, innovation, research and development.</p> <p>Priority IV: To ensuring that the skills and competencies of the Tshwane youth within manufacturing, government and business services are developed and enhanced.</p> <p>Priority V: To ensure effective and sound financial management.</p>	<p>HRD Strategic Intents:</p> <p>Learning and Growth: Empower and enable the CoT staff with skills and competencies to effectively deliver to their customers.</p> <p>Internal Business Processes: Ensure that the internal processes are simple, cost effective and manageable, whilst constantly looking for innovative ways of working.</p> <p>Customer/Stakeholder: Provide suitable, cost effective training and development solutions that meet both internal and external customer requirements.</p> <p>Financial Perspective: Optimise cost structure and cost recovery.</p>
City of Tshwane Metropolitan Municipality HRD Strategy 2005	

2.2.5 ALTERNATIVE SERVICE DELIVERY INSTITUTIONAL MODEL (ASD)

The CoT comprises of the amalgamation of thirteen previously independent local authorities. The combination of staff contingents and the different institutional arrangements have resulted in duplication of functions which in turn resulted in inefficient utilization and wastage of resources. The ability of the municipality to deliver its developmental mandate and provide effective service delivery was consequently constrained.

The CoT commissioned a process to investigate Alternative Service Delivery (ASD) models that would improve its delivery mandate. The objective of the investigation was to, amongst others arrive at an optimal institutional structure for Tshwane.

This initiative identified a number of areas where the municipality's structure could be changed to realise service delivery efficiencies. These areas were translated into a macro structure. Principles of this macro structure included:

- Enhancing the monitoring and evaluation capability of the political offices;
- Strengthening participation between the communities and the administration; and
- Promoting good governance and accountability.

To support the above principles, it was agreed that this new structure would need to:

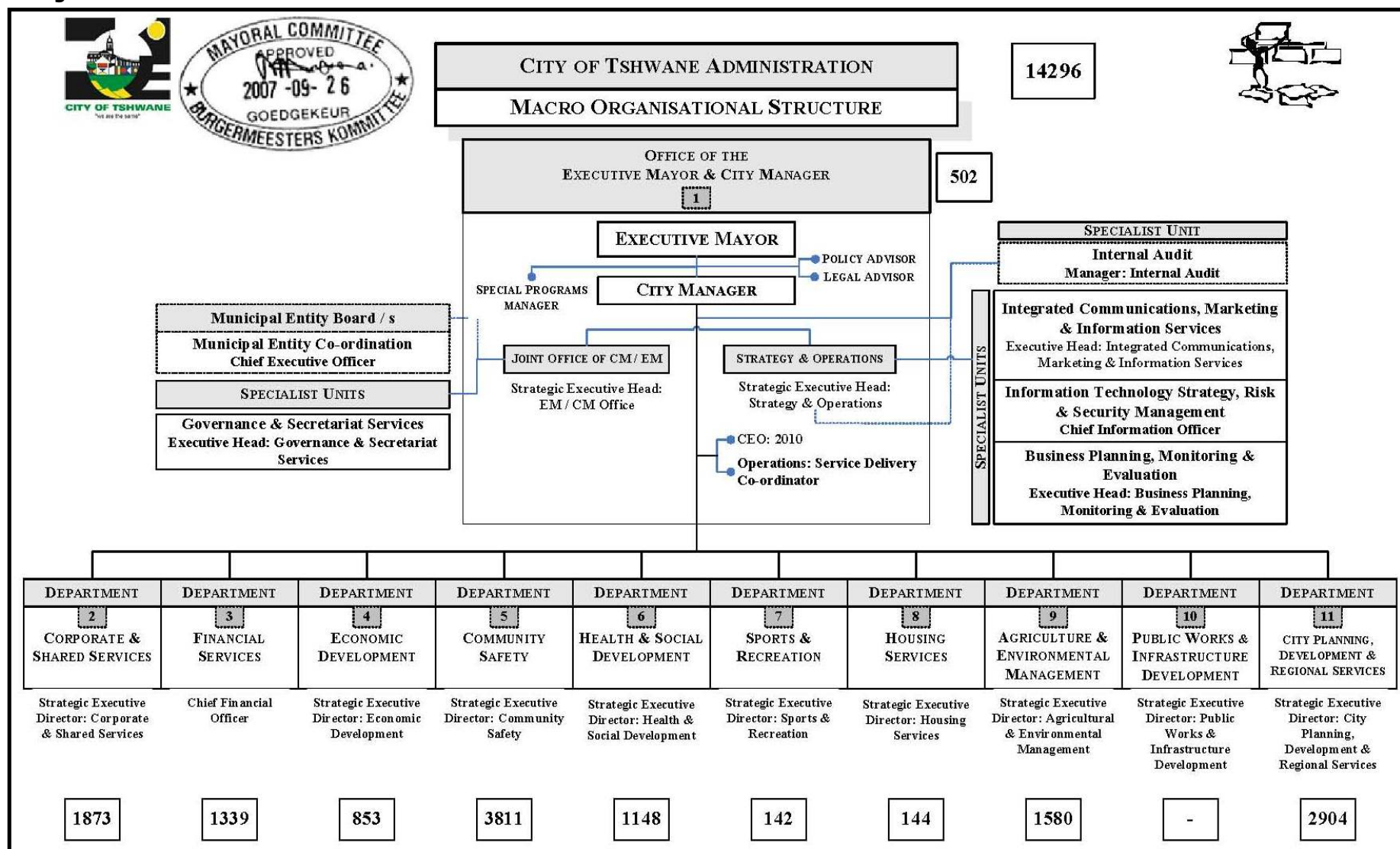
- Ensure synergies, and remove wastage, fragmentation and duplications;
- Identify and address capacity requirements;
- Remove silos;
- Improve management efficiencies and where necessary reduce management layers;
- Identify services best provided through alternative forms of service delivery;
- Promote knowledge sharing, collaboration, and improved decision-making;
- Incorporate appropriate spans of control;
- Clarify roles and responsibilities, accountabilities and authorities;
- Capitalise on economies of scale; and
- Enhance needs-responsive service delivery.

Council adopted the proposed amendments to the macro structure on the 2nd of November 2006, and work continued with micro design of the structure. (Refer to the Diagram 2.2.5 for the revised macro structure).

One of the key features of the new organisational structure is the formation of five service delivery regions. The regions are designed to provide a total service to the communities that fall within their boundaries, and not merely satellite offices. The regions and the wards that fall within them are as follows:

ASD Regions	Wards included per ASD regions	Total number of wards per ASD region
North West	2,4, 9, 11, 12, 19, 20, 21, 22,24, 25, 27, 26, 29, 30, 31, 32,33, 34, 35, 36, 37, 39,	23
North East	5,8,13, 14,49,50,73,74,75,76	10
Central Western	1,3,7, 51,55, 56,58, 59,60, 62,63, 68,72, 71	14
Eastern	6,10,15,16,17,18,23, 28, 38,40, 41, 42, 43,44, 45, 46,47, 52, 53,54, 67	21
Southern	48, 57,61,64,65,66, 69,70	8
Total:		76 wards

Diagram 2.2.5: Tshwane Revised Macro Structure



2.2.6 MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY (SCMP)

On 31 May 2005 the Minister of Finance tabled in Parliament new regulations on supply chain management processes for all the municipalities and their entities. These were published in the Government Gazette No 27636 dated 30 May 2005 titled "Local Government: Municipal Finance Management Act (56 of 2003): Municipal Supply Chain Management Regulations". These Regulations became effective on 1 July 2005.

The CoT drafted a SCMP which were approved by Council in July 2005. Furthermore, new delegations in terms of the MFMA were drafted in order to align the organization with the requirements of the three committee bid system prescribed by the new regulations.

The CoT timeously implemented the new SCMP from the promulgated compliance date of 1 October 2005 onwards. The Supply Chain Management Policy has since been updated.

2.2.7 CUSTOMER CARE POLICY

It is the aim of the CoT to provide excellent quality of service to customers through the following:

- Reliability – consistency of performance and dependability;
- Responsiveness – willingness and readiness to provide the service in good time;
- Competence – development/attainment of skills and knowledge required to perform the service;
- Access – approachability of staff and ease of contact with the municipality;
- Courtesy – politeness, respect, consideration, and clean and neat appearance;
- Effective communication – educating and informing customers in a language they understand and listening to them;
- Credibility – trustworthiness, reliability and honesty of the service provider;
- Security and confidentiality – freedom from danger, risk or doubt;
- Understanding and knowledge of the municipality and its customers – making an effort to understand customers' needs, learning the specific requirements and providing individualized attention;
- Caring for and maintaining all tangibles – ensuring cleanliness, safety and convenience of all physical assets, e.g. building and the municipality's vehicle fleet, as well as the appearance of staff; and
- The creation of a one-stop integrated customer care system.

The CoT Customer Care Policy is based on the Batho Pele principals.

2.2.8 TARGET GROUP SPECIFIC POLICIES AND PLANS

No.	DOCUMENT	DESCRIPTION: PURPOSE/OBJECTIVES	IMPLICATIONS
1.	Gender & Women Development Plan (Framework)	To provide the CoT with an implementation plan for integrated women empowerment and gender mainstreaming strategies.	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Programmes, Projects & Structure; • Budget Allocation; • Alignment/Integration into Scorecards of all Departments
2.	Youth Development Unit (By-law)	To establish a permanent structure for the institutionalisation of youth development in the City	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Structure, Programmes & Projects; • Budget Allocation. • Alignment/Integration into Scorecards of all Departments
3.	Integrated Early Childhood Development Strategy (Framework)	To provide for an integrated framework for mainstreaming a child-centred governance approach through effective planning, implementation and monitoring of children focused plans and programmes; to create an enabling environment for effecting provincial and national legislation and policies as well as international instruments on children within the context of the CoT	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Programmes, Projects & Structure; • Budget Allocation. • Alignment/Integration into Scorecards of all Departments
4.	Early Childhood Development Policy (Draft)	To regulate and improve CoT service delivery to ECD centres, children's access safe environment and mainstream children's issues into the programmes and projects of the City.	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Programmes, Projects & Structure; • Budget Allocation. • Alignment/Integration into Scorecards of all Departments
5.	Funding Framework for Early Child Development (ECD)	To guide the CoT administering and managing this funding process of ECD centres in a	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Budget Allocation;

No.	DOCUMENT	DESCRIPTION: PURPOSE/OBJECTIVES	IMPLICATIONS
	Centres	comprehensive manner.	<ul style="list-style-type: none"> • Legal Services: Management of Memorandum of Agreements
6.	Policy Framework on Funding Not-For Profit Organisations (NPOs) in Tshwane	Aimed at guiding the CoT's response to the financing of NPOs across the jurisdiction of the Municipality and particularly in the social development sector, to facilitate transformation and reprioritisation of services to the poor and vulnerable sectors of the communities.	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Funding Programmes, Projects & Structure; • Budget Allocation. • Alignment/Integration into Scorecards of all Departments
7.	Draft Policy for People Living With Disability (PWD)	To guide the City in protecting, serving and empowering people with disabilities (PWD) so that they have the same opportunity as all other citizens to reach their full potential.	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Programmes, Projects & Structure; • Budget Allocation. • Alignment/Integration into Scorecards of all Departments
8.	Draft Policy for Older Persons	To guide the City is helping older persons to lead active lives and grow old in security and retain independence, and for them to be treated with respect and have access to good health and social services	<ul style="list-style-type: none"> • Setting up of institutional arrangements; • Costing(s) of Programmes, Projects & Structure; • Budget Allocation. • Alignment/Integration into Scorecards of all Departments

2.2.9 DISASTER AND RISK MANAGEMENT FRAMEWORK AND PLAN

The City of Tshwane has a legal obligation to develop and establish a municipal disaster risk management plan (DRMP) as per section 53 of the Disaster Management Act 57 of 2002, section 3.1.1.2 of the National Disaster Management Framework (NDMF), the Municipal Systems Act 32 of 2000, as well as the CoT Disaster Risk Management Framework. In terms of these legal requirements, the Disaster Management Plan is also a core component of the IDP.

Disaster Risk Management (DRM) cuts through every fibre of governance and civil society, including local governance. The aim is to reduce, remove, prevent or respond to the internationally recognised causal factors of disaster such as:

- Poverty;
- Rapid population growth;
- Unmanaged and rapid urbanisation;
- Transitions in cultural practices;
- Environmental degradation;
- Civil strife;
- Lack of awareness and information; and
- The misuse or abuse of modern technology.

DRM does not only concern those activities performed by important emergency services. Each facet of a local authority's business contains aspects of disaster risk management. All municipal departments therefore have to participate in disaster risk management.

Three levels of disaster risk management planning are prescribed in the National Disaster Management Framework. The first two levels deal with establishing mechanisms to ensure that the legislative and policy requirements are implemented whereas the third level focuses on maintaining relevance and applying ongoing disaster risk management best practice.

The City followed a phased approach to develop the Disaster Risk Management Plan to ensure compliance with legislation. The Disaster Management Plan will be accessible as it becomes available through the **Disaster Management Centre, situated at 133 Beckett St, Arcadia.**

Each department has a responsibility in terms of the disaster management plan. It is vital that disaster management principles of risk reduction, prevention and mitigation are part of every programme and project.

The Disaster Management Centre has approached different departments to identify and commit a dedicated focal point for disaster risk management within each department, to comply with their legal responsibility towards the Disaster Management Plan.

The establishment of planning clusters in the CoT to develop contingency plans for known priority risks has also been approved in principle. Subsequently, workshops attended by multi-disciplinary stakeholders, were held to compile draft generic contingency plans. During this consultation process, primary and secondary responsibilities were assigned to departments for specific emergency functions.

A municipal indicative risk profile

Preliminary research found the risks mentioned in the table below, to be of greatest priority in the CoT. These priorities were determined by taking the following into consideration:

- The frequency and magnitude of the disaster event;
- The associated vulnerabilities; and
- The mandate of the **Metropolitan Disaster Management Centre (MDMC)** to manage such

risks.

Table 2.2.9: Risk Profile

Risk priority	Risk type
1	Fires (shack and veld)
2	Flooding
3	Mission Critical System Failure (MCSF)
4	Major Events (Special consideration to 2010)
5	Hazardous materials (storage, transportation and usage)
6	Sinkholes
7	Severe weather conditions
8	Transportation accidents
9	Building collapse
10	Epidemics

The macro disaster risk assessment indicated the areas most at risk to a variety of hazardous impacts in the CoT are those located to the northwest, east and central. Particularly the following areas were identified as the most at-risk areas:

- Ga-Rankuwa;
- Mamelodi;
- Pretoria CBD; and
- Soshanguve.

The Municipal Disaster Risk Management Policy Framework (MDRMF)

The City of Tshwane also has a legal obligation to develop and establish a municipal disaster risk management framework (MDRMF) as per section 42 of the Disaster Management Act 57 of 2002. The MDRMF aims to ensure an integrated, coordinated and uniform approach to disaster risk management in the municipality by all municipal departments; statutory functionaries of municipalities; all municipal entities operating in its area; non governmental organisations involved in disaster risk management; and by the private sector. Provincial and municipal policy frameworks must be consistent with the Disaster Management Act and with the National Disaster Management Framework.

The City of Tshwane has compiled a draft MDRMF for the municipality which is the policy document for the CoT that will drive the activities of the municipal disaster management centre. It also identifies the roles of departments in terms of disaster management responsibilities.

Although the MDRMF is also operational in nature, it still remains a strategic policy document for the City of Tshwane. The Framework spells out clear objectives and provides the impetus towards the development of specific disaster risk management plans (and contingency plans) by all municipality entities and municipal departments. These plans will address the realities within the CoT and will be guided by the MDRMF.

During March 2008, Council approved that a public participation process be implemented to finalise the DRMF for CoT. This process will be concluded in the 2008/09 financial year.

2.2.10 AIDS MANAGEMENT STRATEGY AND IMPLEMENTATION PLAN

Council approved the Tshwane Aids Management Strategy and Implementation Plan on 29 November 2007.

The outcomes to be pursued:

Outcomes to be pursued	Indicators				
	Current level estimated	Targets in five years		Targets after first year	
Prevention (incidence and prevalence rates)					
		number	%	Number	%
Reduced incidence in HIV infection	+/_ 6000 per annum	< 1970	67%	1200	20%
Reduced prevalence rate of HIV infections and AIDS disease	+/- 228 000	202,200	11%	2,350	1%

Other core indicators of success to be included in the Tshwane AIDS Management information system include:

- Health, Quality of Life and survival time
 - Level of wellness and resilience for people infected by HIV or affected by AIDS
 - Annual AIDS related deaths in the city, compared to the estimated historic infection rate 8 years before.
- Orphans and vulnerable children (OVC's), indigent parents and families burdened by HIV and AIDS
 - Number of OVC's in the city
 - Proportion of OVC's, indigent parents and families affected by HIV or AIDS who participate in formal care/ resilience programmes.
 - Survival time and levels of resilience/quality of life for OVC's and indigent/ HIV+ parents with children under 18.
- Business response to the epidemic
 - Nr of businesses with workplace programmes of adequate standard
 - Average survival time after positive HIV diagnosis of economic active persons (employees at businesses and other institutions)
- Municipal responses
 - Number or proportion of municipal departments who meet the requirements regarding mainstreaming of AIDS related municipal services.
 - Number or proportion of municipal departments who have determined their AIDS related risks, are managing their risks, and have contingency plans in place.
 - Number or proportion of municipal departments who meet the requirements regarding workplace programmes in Municipal Departments.
- Around life's end
- A plan for the future of graveyards and for the optimization of funeral and cremation services in the City is available.
- A standard for bereavement support programmes by faith institutions and other institutions providing support to survivors is available.

The strategy further outlines the functions of key role-players, including NGO's and CBO's.

2.2.11 AGRICULTURE AND ENVIRONMENTAL MANAGEMENT RELATED POLICIES

By-laws pertaining to public amenities were approved in 2004. They refer to public amenities, conservation areas, and determine the maximum number of visitors who may be present at a specific time in or at a public amenity.

The Tshwane Open Space Framework (TOSF) was approved by the COT Council in November 2005. The Tshwane OSF consists of three volumes:

- Volume 1: An analysis of the current Open Space situation within Tshwane
- Volume 2: Open Space Vision, Policy, Metropolitan and 8 Regional Open Space Plans. The Regional Plans are aligned to the City Planning Regions. The plans reflect Open Space networks that strive towards *conceptualizing **interconnected Open Spaces** that accommodate **human and natural ecologies, systems and processes**, developed to **spatially manifest the Open Space vision**.*
- Volume 3: Implementation Strategies (Alienation, Alternative Service Delivery, Open Space Development, Road Reserve Trees and Safety)

Concurrent with the three (3) volumes, a GIS Decision Support Tool was developed to assist all COT functions all the daily decision-making and management processes affecting Open Space.

The Tshwane Integrated Environmental Policy (TIEP): The TIEP was approved by Council during 2005. The TIEP sets out a policy framework for environmental sustainability in the City. The TIEP is based on legal requirements as well as the resolutions of the World Summit on Sustainable development. Through the implementation of the TIEP Council will not only fulfil its environmental legal obligations, but also fulfils the spirit of the Constitution which states that the environment must be protected for future generations. To enhance the implementation of the TIEP, an implementation plan was compiled and certain specific targets set. The implementation plan was subjected to considerable stakeholder involvement.

2.3 SECTORAL ANALYSIS

Key sources of data utilised to conduct the sectoral analysis are as follows:

- STATS SA census 2001.
- STATS SA Community Survey conducted in February 2007.
- Global Insight for certain economic data (since STATS SA does not provide certain data at a municipal level but only at a provincial level e.g. GDP)
- Quantec and the approved HIV and AIDS management Strategy for Tshwane for HIV data
- City of Tshwane departments: Mayoral committee reports on status quo, backlogs and service delivery levels.
- Actual performance information from approved quarterly reports of the 0607 and 0708 financial years.

2.3.1 SPATIAL FORM OF THE CITY

The City of Tshwane is a complex and yet very dynamic area. It faces many development challenges, balancing development and growth with upliftment and upgrading. The city's urban pattern, like most South African cities was shaped by the apartheid policies of the past. In addition, market forces and prominent natural features, more so than urban planning, structured the urban environment. In effect, Tshwane is a dual city in which a formal, well developed core city co-exists with an extensive, low-income and poorly developed peripheral complex which is dependant on the core.

The urban form is influenced by several factors, one of which is the prominent mountain ranges / ridges which follow an east-west alignment through the Tshwane municipal area. These have created valleys in which development was channelled in an east-west growth path due to limited north-south accessibility. A further influential factor is the City's status as administrative capital. Linked thereto is the relative affluence of the City and the many monumental and historic buildings, and large public spaces within the inner city. Now amidst the urban expanse, was the then peripherally located large tracts of government and parastatal owned land allocated to the defence force. On the whole, this land is totally under-utilised given its strategic location for infill and economic development.

While the City developed around a strong central core, the natural constraints led to the establishment of secondary nodes to the north (Akasia / Rosslyn / East (Menlyn)) and south (Centurion) of the Tshwane CBD. Urban growth, together with increased private mobility led to the development of many decentralised nodes, which for the most part were established along or at the intersections of major arterials. This gave rise to the polycentric urban pattern evident today. While these nodes were well connected to the primary nodes, their interconnectedness was limited due to the absence of a fully fledged ring-road system. North-south access has been established in the central part and to the east of the City. However, in the west access is still required to complete a proper ring-road system. The proposed western bypass (PWV9 or G9) has now been confirmed as a priority by both the provincial and national government.

Urban development trends dictate that economic development will prevail in the south and east of the city, where decentralised, high-technology and information industries, and warehousing are rapidly expanding. The injection of capital and infrastructure in these areas is vital for the City in providing economic stability and growth, and allowing Tshwane to be a participant in the global city region. However, the inner city remains an important node; still fulfilling an important government function, providing retail, entertainment and employment for the City, and supplying more than half of the City's employment opportunities. The inner city has unfortunately deteriorated in the last few decades. Drastic intervention is required to the area in order to

properly reflect the Capital City status of the country and as a result the ReKgabisa Tshwane Programme has commenced. All of the investment in the East, South and Central regions should not however, be to the detriment of the development of the North. As outlined below the socio-economic conditions are dire, and these must be addressed to ensure that the North is also attractive to investment.

Tshwane's settlement pattern is characterised by the inequitable placement of low-income residential areas removed from economic opportunities and vital social amenities. Low-income, government assisted development occurs on the periphery of the urban areas, and is most dominant in the North followed by the West. The northern areas included GaRankuwa, Temba and Hammanskraal, while the western area includes Atteridgeville, Lotus Gardens, the southern area includes Olievenhoutbosch and in the east, Mamelodi, Mahube Valley and Nellmapius. Due to the City's continuous eastward growth, Mamelodi is bursting its seams trying to accommodate residents who seek to be closer to their areas of employment.

Growth in the north of the City is probably most profound, as this is a critical point of entry into the Province and the City. Certain areas of the City contain informal and unserved settlements. Upgrading and improving the peripheral settlement areas remain a major challenge for the City, while also trying to achieve a greater level of spatial integration. Though all attempts are being made to achieve integration and rectify the distorted urban form, the impact of change is never immediate, and changes affected now will only be visible in the future. Twenty three of the sixty five informal settlements have been formalised by 2008.

2.3.2 ECONOMY AND DEMOGRAPHIC FEATURES

The population of the City of Tshwane (STATS SA 2007) grew 18.3% from 1 982 235 in 2001 to 2 345 908. Concurrently there was a 22% growth in the number of households from 561 772 in 2001 to 686 640 in 2007.

The population pyramid of Tshwane 2007

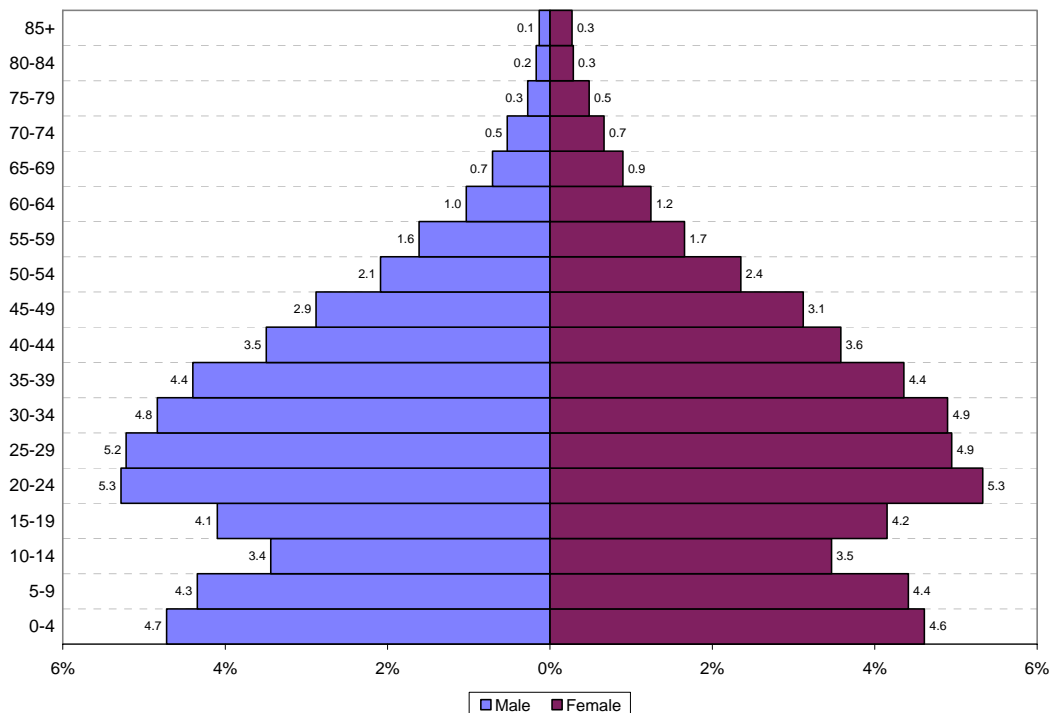


Table showing derived social grants by age and sex:

	Males					Females				
	0-14	15 - 54	55 - 65	66+	Total	0-14	15 - 54	55 - 65	66+	Total
Old age pension	-	-	897	17926	18823	-	-	13416	34489	47904
Disability grant	-	11656	5380	-	17035	-	10639	3877	-	14516
Child support grant	99598	-	-	-	99598	96000	-	-	-	96000
Care dependency grant	2758	611	-	-	3369	1860	505	-	-	2365
Foster care grant	-	167	111	68	346	-	275	-	-	275
Grant in aid	-	619	115	203	938	-	1342	229	157	1728
Social relief	-	294	57	479	830	-	352	172	401	925
Multiple social grants	437	444	79	133	1093	1023	566	-	78	1667
Total number of people receiving grants	102794	13792	6637	18809	142032	98883	13678	17694	35124	165379
NA	188044	723462	58402	18284	988192	191936	742144	53045	18565	1005690
Institutions	2491	20396	903	1399	25188	2297	12347	767	4017	19427

The City of Tshwane's economy is influenced by various internal and external factors. The external factors include developments in the global markets and these have generally benefited South Africa and the City positively. South Africa has also enjoyed its longest period of growth and this has rubbed off on the local economy. On the other hand, the high oil prices and other international factors may influence the economy. Increasing inflation and interest rates are predicted to have a negative impact on the growth of the local economy.

In terms of economic development, the City has embraced prevailing policy objectives set by national and provincial government. The City is therefore focused on growing and developing the

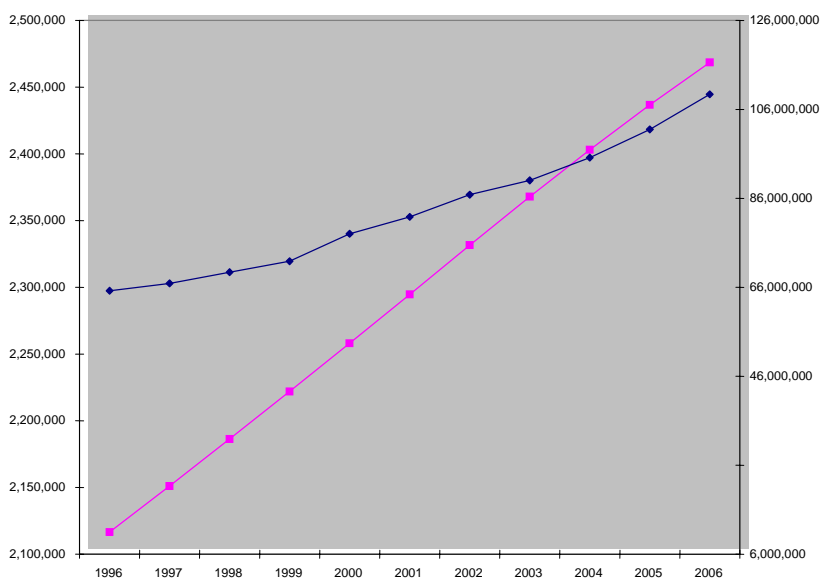
economy in order to reduce poverty and unemployment, to create jobs and to be globally competitive to create a better life for all.

On the whole, the City's economy is doing well, having yielded a higher than national average annual growth rate. According to Global Insight, in 2005 the City enjoyed a growth rate of its Gross Value Added (GVA) of 6,7% and 7,8% in 2006. The GVA achieved in the 2006/07 year was higher than both the provincial and national average. Despite this, there are numerous challenges to address the vast list of community based needs.

Spatially and sectorally the economy is diverse, although the tertiary sector (service sector e.g. Government services) contributes 80% to the GVA, while the secondary sector (manufacturing) makes up 19% and the primary sector (e.g. agriculture and mining) less than 1%¹. The dominant economic sub-sectors are automotive manufacturing, government, services and retail. At a national level the tertiary sector contributes approximately 72% to the national economy, which shows Tshwane's comparative advantage and is indicative that the City is becoming a global role player.

Despite the very positive growth that the City has enjoyed in the past few years, the population has also grown. This can be seen in Figure below.

Diagram 2.3.2 : Population and economic growth



Source: Global Insight (2007)

With an increasing population and an economic growth rate that is insufficient to create jobs, the number of unemployed will continue to grow should the above trends realise. There are an increasing number of new entrants into the job market. If the economy grows slower than projected there is a risk that the City will reach a point where businesses will leave.

¹

Primary	608,395	0.6%
Secondary	20,368,892	18.6%
Tertiary	88,395,338	80.8%

Fortunately there are recent indications that the economy of the City is improving. However, it is also important to realise that successful Cities tend to attract additional workers² which, unless additional jobs are created, have the risk of increased unemployment.

Particular sectors in which it is believed Tshwane has niche markets are the automotive industry, defence industry, metal production industry, as well as knowledge, education, research and information technology sectors. Such growth **should** be embraced together with government supported initiatives, such as the Innovation Hub, Gautrain, Automotive Cluster, Freedom Park Project, Platinum Highway Corridor and Dinokeng, to ensure that the economic base is expanded to cater for the needs of the City.

The following table provides a breakdown per Standard Industrial Classification of the sectors that have performed well and also includes projections for the next few years. This indicates that the transport sector (automotive and aerospace), construction and electronic equipment are the sectors driving the economy. The automotive, aerospace, bio-technology and ICT are the fast growing sectors globally. The City of Tshwane is therefore well positioned to take advantage of globalisation. These sectors should therefore be developed further, not only for growth, but also to ensure Broad Based Black Economic Empowerment and SMME development takes place.

² These factors are discussed below

Table 2.3.2: Breakdown per Standard Industrial Classification of Sectors

Constant 2000 prices (R 1000)	Sector's share of regional total (%)			Region's share of national total (%)		GGP			2006 Annual growth			1996 -2006 Average annual growth			2006-2011 Average annual growth		
	SA	GP	CoT	GP	CoT	SA	GP	CoT	SA	GP	CoT	SA	GP	CoT	SA	GP	CoT
11 Agriculture and hunting	2.3 %	0.3 %	0.2 %	5.4 %	1.0 %	20,849,143	1,121,185	208,311	- 14%	- 14 %	- 14%	- 0.1 %	- 0.1 %	- 0.1 %	4.1%	4.1 %	4.1 %
12 Forestry and logging	0.4 %	0.0 %	0.1 %	4.5 %	1.8 %	3,867,370	173,130	71,017	- 11.1 %	- 11.1 %	- 11.1 %	- 0.4 %	- 0.4 %	- 0.4 %	4.1%	4.1 %	4.1 %
13 Fishing, operation of fish farms	0.1 %	0.0 %	0.0 %	3.7 %	0.6 %	673,197	25,000	3,737	- 9.8 %	- 9.8 %	- 9.8 %	- 0.5 %	- 0.5 %	- 0.5 %	4.1%	4.1 %	4.1 %
21 Mining of coal and lignite	0.9 %	0.0 %	0.0 %	1.6 %	0.0 %	13,210,970	214,879	0	0.3 %	- 7.7 %		1.6 %	- 0.9 %		2.1%	1.9 %	
23 Mining of gold and uranium ore	1.6 %	1.8 %	0.0 %	42.6 %	0.0 %	11,092,793	4,729,242	0	- 7.6 %	- 11.0 %		- 5.7 %	- 5.3 %		- 3.5%	- 3.6 %	
24 Mining of metal ores	4.5 %	0.3 %	0.2 %	2.8 %	0.5 %	36,270,648	1,018,267	192,642	1.2 %	- 7.8 %	3.3 %	3.1 %	- 4.1 %	- 0.4 %	4.4%	3.6 %	4.0 %
25-29 Other mining and quarrying (incl 22)	0.8 %	0.4 %	0.1 %	16.9 %	1.7 %	7,961,963	1,347,000	132,688	- 0.3 %	- 5.9 %	7.9 %	2.6 %	0.3 %	2.9 %	3.4%	3.8 %	4.2 %
30 Food, beverages and tobacco products	2.9 %	2.2 %	1.7 %	27.8 %	5.8 %	27,792,641	7,728,552	1,623,720	0.9 %	1.5 %	3.2 %	1.1 %	1.9 %	3.2 %	4.2%	4.5 %	4.9 %
31 Textiles, clothing and leather goods	0.7 %	0.3 %	0.2 %	14.2 %	3.2 %	9,353,203	1,330,000	301,375	1.7 %	2.3 %	3.0 %	1.6 %	2.6 %	3.2 %	2.4%	2.8 %	3.1 %
32 Wood and wood products	1.6 %	1.5 %	0.9 %	34.8 %	5.7 %	19,843,006	6,905,103	1,127,257	6.4 %	6.7 %	9.0 %	2.7 %	3.3 %	4.7 %	5.4%	5.6 %	6.2 %
33 Fuel, petroleum, chemical and	4.5 %	3.2 %	1.4 %	26.3 %	3.2 %	42,858,	11,389	1,356,	2.0	-	1.4	4.6	4.4	5.7	4.9%	4.7	5.2

Constant 2000 prices (R 1000)	Sector's share of regional total (%)			Region's share of national total (%)		GGP			2006 Annual growth			1996 -2006 Average annual growth			2006-2011 Average annual growth		
	%	%	%	%	%				%	%	%	%	%	%	%	%	%
rubber products	%	%	%	6%	%	704	,216	201	%	0.6 %	%	%	%	%		%	%
34 Other non-metallic mineral products	0.7 %	0.8 %	0.6 %	43.8 %	8.6 %	6,115,512	2,678,931	523,454	6.2 %	6.9 %	8.7 %	0.6 %	1.0 %	2.4 %	6.5%	6.7 %	7.2 %
35 Metal products, machinery and household appliances	3.7 %	5.0 %	3.7 %	50.1 %	10.0 %	39,236,590	19,672,227	3,940,514	6.6 %	7.3 %	9.7 %	2.7 %	2.7 %	4.7 %	4.9%	4.9 %	5.6 %
36 Electrical machinery and apparatus	0.5 %	0.6 %	0.3 %	40.6 %	6.1 %	6,056,042	2,460,380	370,082	7.2 %	7.9 %	10.2 %	4.1 %	4.9 %	6.3 %	4.4%	4.7 %	5.2 %
37 Electronic, sound/vision, medical & other appliances	0.2 %	0.3 %	0.2 %	55.4 %	10.2 %	2,186,594	1,211,991	223,567	- 3.1 %	- 2.7 %	- 0.7 %	0.4 %	1.1 %	2.2 %	5.2%	5.5 %	5.9 %
38 Transport equipment	1.8 %	1.9 %	3.3 %	38.7 %	18.2 %	19,742,980	7,645,125	3,601,265	12.8 %	14.4 %	15.9 %	5.2 %	6.2 %	6.9 %	6.5%	6.9 %	7.2 %
39 Furniture and other items NEC and recycling	1.6 %	1.8 %	1.6 %	41.9 %	10.0 %	18,444,312	7,735,271	1,840,082	5.2 %	5.8 %	7.1 %	3.1 %	3.9 %	4.8 %	5.4%	5.4 %	5.4 %
41 Electricity, gas, steam and hot water supply	1.7 %	1.2 %	1.3 %	25.0 %	7.4 %	22,157,653	5,543,618	1,631,780	3.6 %	6.1 %	9.9 %	1.4 %	2.5 %	3.7 %	4.2%	4.7 %	5.1 %
42 Collection, purification and distribution of water	0.5 %	0.5 %	0.5 %	39.3 %	10.7 %	3,048,970	1,198,507	327,549	- 1.0 %	- 1.0 %	- 1.0 %	- 1.6 %	- 1.6 %	- 1.6 %	4.2%	4.7 %	5.3 %
50 Construction	2.6 %	2.5 %	2.5 %	36.4 %	9.9 %	35,284,000	12,837,050	3,502,045	13.3 %	14.2 %	16.0 %	5.4 %	5.4 %	6.9 %	6.0%	5.8 %	6.3 %
61 Wholesale and commission trade	4.6 %	6.0 %	4.2 %	49.1 %	9.3 %	46,454,049	22,829,169	4,330,333	1.4 %	2.2 %	4.2 %	3.0 %	4.0 %	5.3 %	6.1%	6.4 %	6.9 %
62 Retail trade and repairs of goods	6.4 %	5.8 %	5.9 %	33.7 %	9.4 %	82,320,812	27,780,118	7,742,024	10.0 %	10.0 %	12.1 %	5.5 %	5.3 %	6.6 %	5.1%	5.6 %	6.0 %
63 Sale and repairs of motor vehicles, sale of fuel	2.0 %	2.4 %	2.7 %	45.7 %	14.0 %	23,955,863	10,946,571	3,344,162	9.0 %	9.8 %	11.8 %	6.8 %	7.8 %	9.0 %	5.8%	6.1 %	6.6 %
64 Hotels and restaurants	1.0 %	1.0 %	1.2 %	35.9 %	11.4 %	11,023,666	3,959,928	1,258,673	1.4 %	2.2 %	3.2 %	2.6 %	3.7 %	4.3 %	5.4%	5.8 %	6.0 %

Constant 2000 prices (R 1000)	Sector's share of regional total (%)			Region's share of national total (%)		GGP			2006 Annual growth			1996 -2006 Average annual growth			2006-2011 Average annual growth		
71-72 Land and Water transport	3.9 %	4.0 %	3.8 %	38.2 %	9.7 %	50,597,895	19,312,945	4,931,103	7.0 %	8.0 %	9.7 %	4.9 %	5.7 %	7.0 %	5.5 %	5.8 %	6.3 %
73-74 Air transport and transport supporting activities	1.5 %	2.4 %	1.4 %	57.6 %	9.3 %	17,834,444	10,270,161	1,649,687	2.7 %	2.9 %	5.0 %	4.0 %	4.6 %	6.0 %	5.5 %	5.5 %	5.7 %
75 Post and telecommunication	4.1 %	5.5 %	9.7 %	50.2 %	23.9 %	46,655,390	23,425,895	11,159,914	4.8 %	5.8 %	7.3 %	9.3 %	10.5 %	11.6 %	6.6 %	6.6 %	6.6 %
81-83 Finance and Insurance	9.3 %	12.3 %	10.4 %	49.2 %	11.3 %	116,213,877	57,232,509	13,138,379	8.3 %	8.8 %	11.0 %	7.9 %	8.9 %	10.2 %	5.8 %	5.8 %	5.8 %
84 Real estate activities	7.2 %	8.5 %	8.2 %	43.8 %	11.4 %	56,828,020	24,916,423	6,502,965	8.3 %	8.2 %	7.1 %	0.7 %	0.8 %	1.2 %	6.1 %	6.1 %	6.1 %
85-88 Other business activities	5.5 %	8.7 %	8.2 %	58.9 %	14.9 %	57,472,104	33,832,980	8,538,102	8.3 %	8.6 %	10.7 %	7.8 %	8.6 %	9.8 %	6.9 %	6.9 %	6.9 %
91 Public administration and defence activities	5.4 %	4.7 %	9.4 %	33.0 %	17.7 %	53,974,548	17,817,876	9,527,833	3.3 %	3.3 %	3.3 %	1.2 %	1.2 %	1.2 %	3.6 %	3.6 %	3.6 %
92 Education	6.5 %	4.0 %	5.8 %	22.8 %	9.0 %	65,475,288	14,957,065	5,895,536	3.3 %	3.3 %	3.3 %	1.2 %	1.2 %	1.2 %	5.8 %	5.8 %	5.8 %
93 Health and social work	3.9 %	3.5 %	4.6 %	33.3 %	11.8 %	39,368,470	13,124,949	4,657,505	3.3 %	3.3 %	3.3 %	3.4 %	3.4 %	3.4 %	5.7 %	5.7 %	5.7 %
94-99 Other service activities	5.2 %	6.7 %	5.6 %	47.6 %	10.9 %	52,406,407	24,968,662	5,719,122	3.3 %	3.3 %	3.3 %	1.4 %	1.4 %	1.4 %	5.0 %	5.0 %	5.0 %
Total Industries	10.0 %	100 %	100 %	37.3 %	10.1 %	1,066,627,124	402,339,926	109,372,624	4.9 %	6.1 %	7.8 %	3.5 %	4.3 %	5.3 %	5.3 %	5.6 %	5.9 %

ReKgabisa Tshwane constitutes one of the most significant inner city redevelopment initiatives in South Africa as the country prepares to host the 2010 Soccer World Cup. Large inner city investments are internationally regarded as highly significant, as inner city decay is a common problem experienced by both developed and developing Cities. This, together with other construction projects (2010, Gautrain and private developments), will ensure that the construction industry will continue to grow and provide jobs. Again aspects such as the Expanded Public Works Programme need to ensure that Broad Based Black Economic Empowerment and SMME development take place.

Presently there is room for the Tourism sector to grow much more. Since Tshwane is the administrative capital of South Africa, it boasts a high concentration of national heritage sites which should be celebrated. Furthermore, the City has natural and other resources and is the gateway to many other tourism destinations, which are aspects that should be expanded upon to attract tourists to the area.

The overall approach to Tourism development and promotion is to ensure sustainable and responsible Tourism development that aims to encourage all Tourism stakeholders to jointly grow the Tourism economy in Tshwane whilst providing social and economic benefits to local communities and respect for the environment.

Sustainable and responsible Tourism Development explicitly recognizes interdependence between environmental, communal, industry, economic and policy issues and is specifically aimed at protecting and enhancing both the natural and cultural environment, while meeting basic human needs, promoting equity and resulting in an improved quality of life for all.

A Strategic Tourism Development Plan was finalised in 2006 and addresses issues such as the development concept, institutional framework, human resources, product development, marketing and promotion, infrastructure and SMME development.

During 2004³ an estimated five million tourists (day and overnight) visited the City on an annual basis. Of these, approximately 550 000 were foreign visitors. There were 3,6 million day visitors to the City, of which 300 000 were foreign.

It is estimated that direct visitor spending amounted to R1,38 billion in the City of Tshwane during 2004. This resulted in a R2,3 billion contribution to the City's GGP. Tourism was found to be the sixth largest contributor to the Gross Domestic Product of the City of Tshwane's economy and the seventh largest employer.

The major reason for visiting is leisure and particularly, leisure shopping. The City's main tourist attractions are the Union Buildings, Church Square and the Voortrekker Monument. However, the City of Tshwane also has a great variety of Tourism assets that are currently not optimally integrated into its Tourism product offering. This includes the City's capital status, rich history related to areas such as the Struggle and Anglo-Boer war, the variety of natural attractions in and around the City, the significant educational and research institutions, a variety of cultures, the Arts and its world-class sporting facilities, to name but a few.

The City of Tshwane boasts an estimated 435 accommodation establishments including hotels, guesthouses, bed and breakfast, and lodges.

The strategic direction for Tourism in the City is to emphasize the capital city status, to strengthen the intellectual image of the City and to portray the City as a leisurely city.

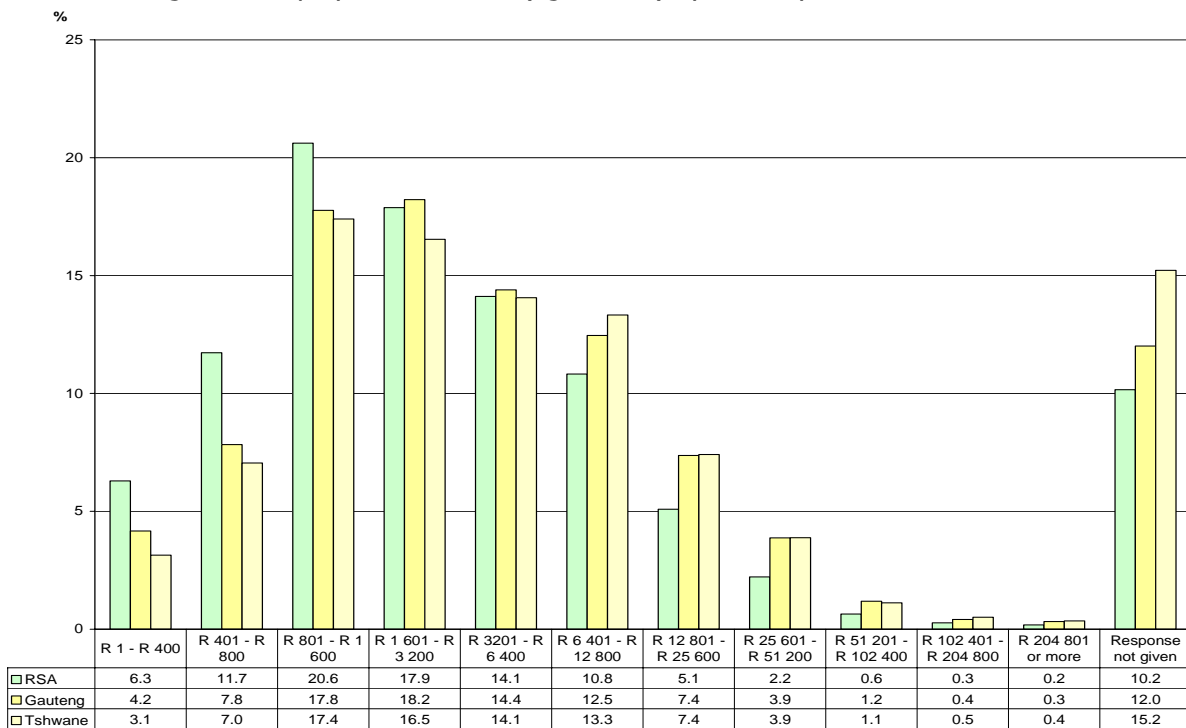
³ Updated information is not yet available from the department

After completion of the Tourism Master Plan for Tshwane as the first phase, the CoT, in cooperation and full participation with private sector and community tourism representatives, facilitated the development of five main implementation programmes. These programmes are: Tourism Training and Skills Development, Location Based Tourism Development, Struggle History Experience, Events and Addressing Critical Success Factors. The Tourism Division also facilitated the start of a process to establish a Tshwane Regional Tourism Organisation as phase three of the Tshwane Tourism Master Planning process.

The White Paper on National Civil Aviation Policy clearly states that airports should be used to enhance tourism and trade development. Therefore, with the planned introduction of scheduled passenger services from Wonderboom Airport, numerous opportunities will be created through a bigger demand for tourist facilities. This demand and opportunities will increase even more once Government agrees to reintroduce Wonderboom Airport's international status. The latter will also create a major contribution towards tourism development from a Southern Africa perspective.

Poverty and unemployment remains a challenge and will therefore remain high on the agenda of the City. Statistics (Census 2001) has indicated that 15,3% of households had no income in 2001 (a doubling from 1996). The number of people living in poverty in 2001 increased from 1996, and the group hardest hit in respect of unemployment were the youth (20-24 years). Unemployment in 2001 was spatially referenced with the larger proportion of unemployed living in the north of Tshwane.

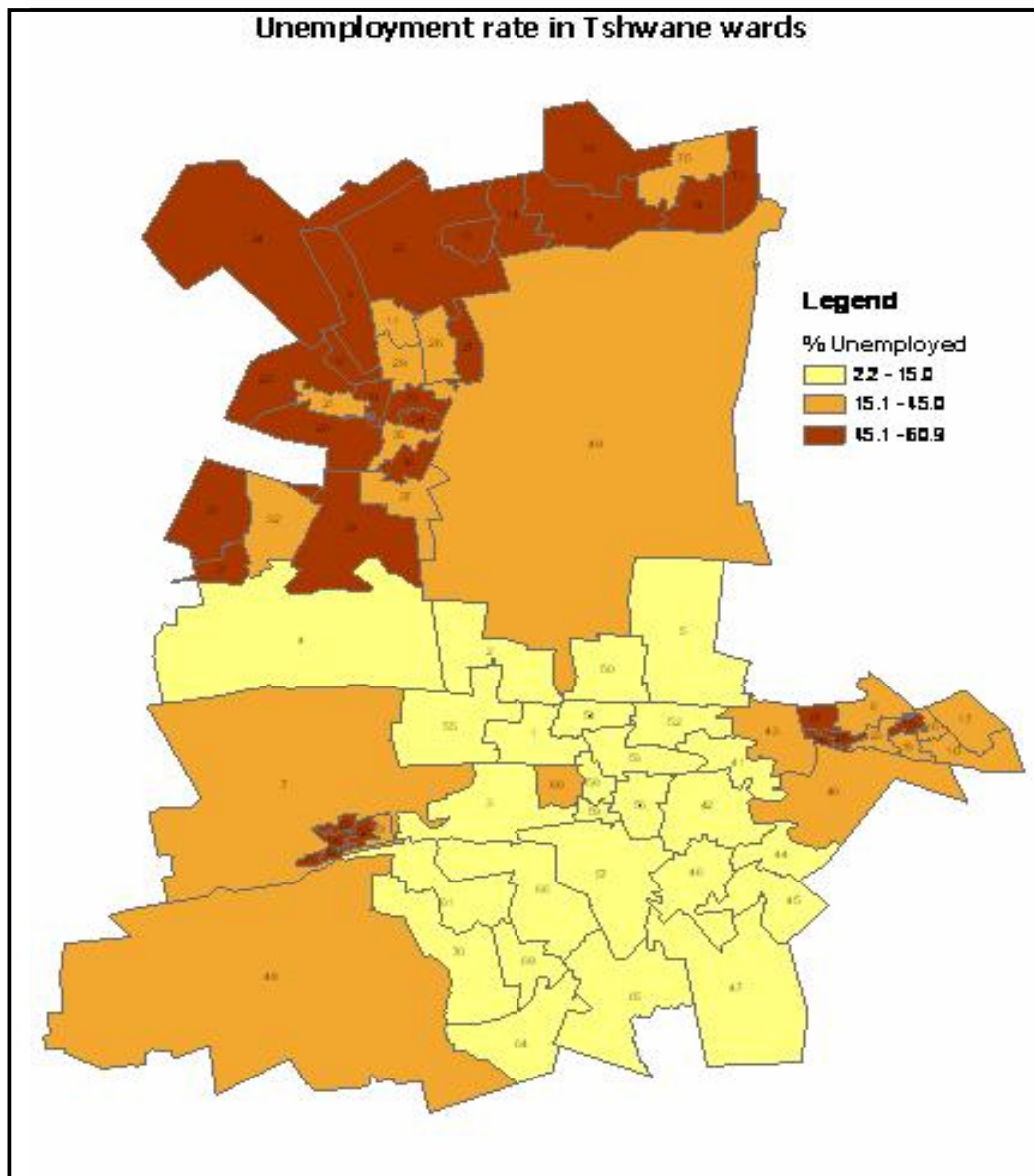
Table indicating % of employed individuals (age 15-65) by monthly income



The map below shows the unemployment per ward (according to the 2001 census). According to the 2001 figures unemployment and poverty was highest in the North West Region. It is therefore important that job opportunities are created in the area, especially when taking the obstacles of workers getting across the Magaliesberg into account. If job opportunities were created south of the Magaliesberg, the current infrastructure would not be able to manage the burden of high numbers of people having to travel south, therefore additional infrastructure needed. The proposed PWV9 (G9) is now a priority for both the province and national government, given the

impact it would have on economic development and especially job creation in the North West of the City.

Map2.3.2: Unemployment Rate in Tshwane Wards



Similarly, freight operations in Gauteng and the North are hampered by the lack of infrastructure. This increases the cost of doing business in the North and therefore makes investment in this area less lucrative. Investment opportunities will be stimulated by facilitating the creation of a Logistics Precinct or Logistics Hub in the North, together with a Freight Airport. These new investments will contribute to the alleviation of unemployment and poverty in the area of the City that is worst affected.

Undoubtedly the City has to achieve economic development to achieve growth and create much needed employment in order to address poverty. Without economic growth, Tshwane will not be able to deal with the growing pressures being placed on it, not only by its own residents, but also resulting from the continuous influx of people across national and provincial borders.

2.3.3 HOUSING

According to the Municipal Housing Development Plan: 2007, there is a current housing backlog of 133 808 in the City. However, housing delivery should not only focus on reaching targets, but should also consider the quality of housing delivery and settlement areas created. The Gauteng Department of Housing formulated the "Breaking New Ground Housing Policy", which in general seeks to:

- Achieve greater integration, in the urban context by wanting to rectifying the distorted urban form;
- Make provision for ALL, not only South African residents but also foreigners with relevant work permits; and
- Provide more sustainable delivery, by aligning housing projects with other service providers, to in particular, ensure co-ordinated social service delivery.

While the policy recognises that quality delivery is as important as quantity, the policy did not amend its subsidy system which favours delivery in terms of quantity. Delivery, however, remains closely linked to cost of land, land availability, natural constraints and availability of infrastructure, which perpetuates the current spatial pattern. The policy emphasizes ownership rather than rental occupation, which compromises the sustainability of the city and could impact on the restructuring of the inherited inefficient city form. There is a need for alternative housing typologies in appropriate locations.

In Tshwane we have informal areas with little or no formal services and amenities, which are located predominantly on the periphery of the City.

Percentage Distribution of households by type of main dwelling (STATS SA 2007)

	Census 2001 %	CS 2007 %
House or brick structure on a separate stand or yard	56.3	53.8
Traditional dwelling/hut/structure made of traditional materials	1.5	0.5
Flat in block of flats	8.1	8.0
Town/cluster/semi-detached house (simplex; duplex/triplex	5.0	5.0
House/flat/room in backyard	4.9	3.1
Informal dwelling/shack:		
In backyard	4.3	7.1
NOT in backyard, e.g. in an informal squatter settlement	18.8	19.7
Room / flatlet not in backyard but on a shared property	0.8	0.9
Caravan or tent	0.2	0.1
Private ship/boat	0.1	0.0
Workers' hostel (bedroom)	-	1.3
Other		0.5
TOTAL	100.0	100.0

Linked to the above is the assessment of the distribution of households by tenure status as in the table below. What this indicates is that 21.5% of households in the CoT occupy dwellings rent free, whereas 34.8% of the households actually own their homes.

	Census 2001	CS 2007
Owned and fully paid off	36.7	34.8
Owned but not yet paid off	26.3	20.8
Rented	21.7	22.4
Occupied rent free	15.2	21.5
Other	-	0.6
Total	100.0	100.0

The % of households living in informal dwellings grew from 23.1% in 2001, to 28.8% of all households in 2007. This is higher than the Gauteng average of 22.7 in 2007.

2.3.4 SOCIAL AND COMMUNITY SERVICES

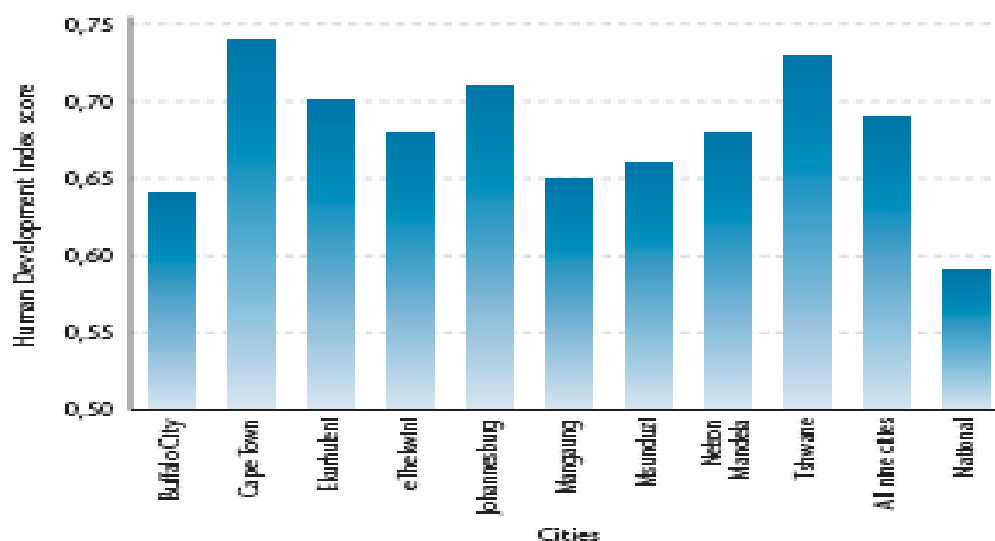
Poverty in our cities is probably the key planning question of this millennium, and it is clear that much of the poverty being experienced in Gauteng is driven by migration. For Tshwane, as of 2001 very high in-migration prevailed on all sides except the east, and was particularly extensive in the tracts of land stretching from North West in toward Pretoria via Soshanguve and GaRankuwa. The following areas in Tshwane were identified as priority areas in terms of poverty alleviation by the study on poverty and migration as done by the Human Sciences Research Council (HSRC): Temba, Nellmapius, Olievenhoutbosch and rural areas in Tshwane ⁴.

The Human Development Index (HDI) is a composite index of economic and social wellbeing based on life expectancy, educational attainment and a decent standard of living. The index is measured on a scale of 0 to 1, with 0 being the lowest level of development and 1 the highest level. An HDI value of between 1 and 0, 8 is regarded as a high level of human development; a value of between 0,799 and 0, 5 is regarded as a medium level of human development, and a value of between 0,499 and 0 as a low level of human development. Tshwane is one of the few South African cities that fall above the average human development score. The City of Tshwane compares as follows with the other nine metropolitan cities in the country⁵:

⁴ Poverty pockets in Gauteng: how migration impacts poverty. HSRC, 2005.

⁵ SACN, 2006. p. 3-46

: Human development Index, 2005



The responsibility for delivering Municipal Health Services, as defined in the draft National Health Act, 2003, was given to metropolitan and district municipalities with effect from 1st July 2004. The nine components of the Municipal Health Services include:

1. Monitoring water quality and availability;
2. Food control;
3. Waste management;
4. Health surveillance of premises;
5. Surveillance and prevention of communicable diseases, excluding immunizations;
6. Vector control;
7. Environmental pollution control ;
8. Disposal of the dead;
9. Chemical safety.

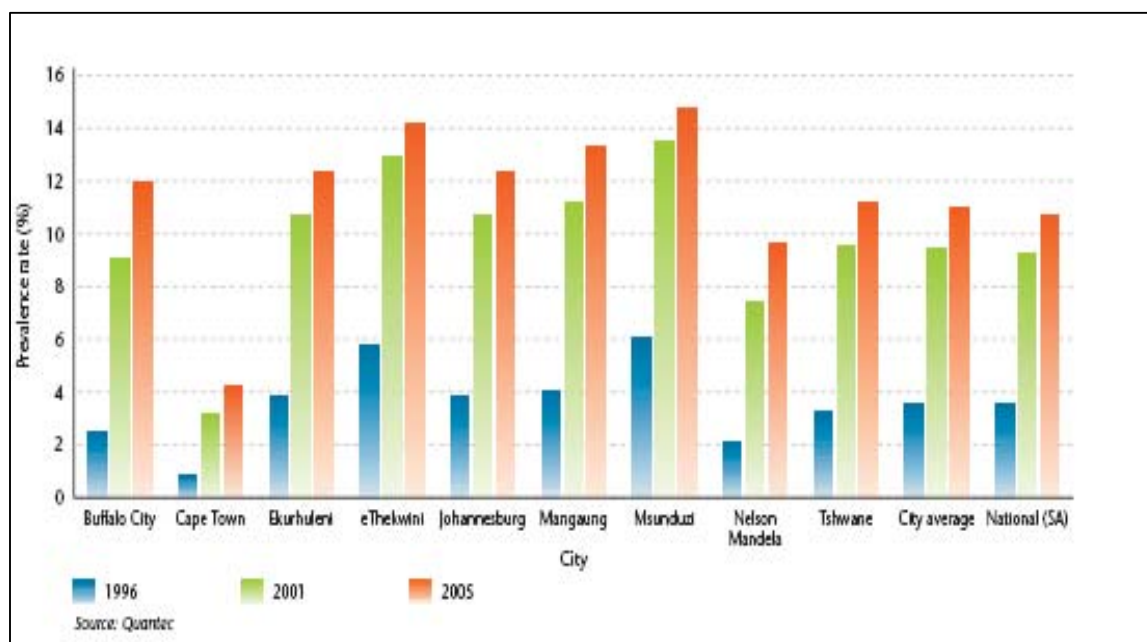
HIV/AIDS is of great concern to the City as more and more citizens are infected, thus placing pressure on existing services and facilities.

AIDS figures predict that by 2010, 15,3% (source Quantec)⁶ of the population in Tshwane could be HIV positive. This could result in approximately 64 000 maternal AIDS orphans under the age of 15 in Tshwane. According to the Tshwane AIDS Management Strategy 200 000 of the City's population were HIV infected at the end of 2007, and that the estimated number of AIDS orphans in the City many have already exceeded the 50 000 mark. No doubt this will place pressure on social welfare and available resources to care for and educate these children.

Estimated HIV prevalence rates for 1996, 2001 and 2005 is indicated below⁷:

⁶ Quantec Consultancy in Pretoria providing financial data, country intelligence and quantitative analytical software. They are affiliated with the economist intelligence unit STATA corporation, QMS (reviews), oxmetrics and Beyond 20-20.

⁷ SACN, 2006. p. 3-5



To address social issues the Primary Health Care Services offered by the City range from chronic and curative health services to a comprehensive service package, which should be capable of tackling the leading causes of mortality and morbidity in the country using cost-effective strategies. The Council has developed a new Tshwane AIDS Management Strategy 2007 -2012 which should be implemented in order to cope with the AIDS Pandemic. Many health facilities need to be upgraded and improved, and other sites require new developments.

Currently Emergency Medical Services and Primary Health Care Services are under funded by Gauteng Province, who is responsible for these functions. The signed MOU between CoT and Gauteng Province states that current PHC and Emergency Medical services should be rendered by COT according to national norms and standards and in order for CoT to comply, operational and capital budgets are needed.

The Health and Social Development Department is responsible for:

- Coordinating the implementation of indigent policies, maintenance of the indigent program and the exit program for the indigent
- Integrated Childhood Development, which is one of the World Health Organisation's first priority programs in the world.
- The implementation of programs for children, youth, women, disabled and elderly to decrease vulnerability and poverty

The City is responsible for the provision of libraries, museums and art galleries, community halls and cultural facilities. In this regard it manages 43 libraries (39 Community Library structures, 3 Travelling Libraries and 1 Deport service), 3 museums and 1 art gallery, and 9 community halls and cultural facilities. There are currently 5 ABET Literacy Centres in Tshwane (in Temba, Hammanskraal, GaRankuwa, Stanza Bopape and Olievenhoutbosch Libraries), and a computer centre at Halala for the community of Soshanguve.

Sport and recreation is to be developed in a holistic manner to contribute meaningfully to the improvement of the quality of life of the citizens of Tshwane, and hence sport and recreation must be managed, developed and promoted through the provision of facilities, and the development of programmes and projects. Presently there are 306 sport and recreation facilities in Tshwane.

Most of the facilities are concentrated in the old Pretoria and Centurion areas, with quite a number of facilities having been established in Atteridgeville, Mamelodi and Eersterust after amalgamation with the City Council of Pretoria in the mid-1990's. The northern parts of the Metropolitan area, as well as the extreme Southwest which include area such as Itereleng and Olievenhoutbosch are lagging behind.

Community services offered by the City include emergency services (fire and ambulance), disaster management and metropolitan policing. Emergency and disaster management services are governed by service delivery standards, which determine response times, and therefore, influence facility and fleet positioning. Metropolitan policing is divided into three functions, viz. pro-active police operations, re-active police operations, and police administration and licensing services. Policing of traffic matters, municipal by-laws, and prevention of crime are rendered to all wards on a 24-hour basis.

Due to overall budget constraints the concept of clustering of various services at infrastructure points has been developed. To this end, services have been suitably integrated to offer the varied services in a fashion that optimises the utilisation of infrastructure, equipment, space and personnel.

2.3.5 ENVIRONMENT

Tshwane contains exceptional natural features within its boundaries, including ecologically representative systems, ridges, wetlands, water course systems and protected areas. However, as rapid urbanisation is directly associated with increased volumes of waste, loss of valuable peripheral land, increased levels of air pollution due to longer travelling distances, and increased infrastructure requirements, these natural resources are significantly impacted upon. Further threats include purely economically and market driven spatial development and the lack of, or poor integration of valuable non-renewable resources within such development.

Open space is an essential element within our cities for ecological, socio-economic and place-making purposes. It allows natural systems, without which human beings cannot survive, to function: it purifies water, harbours plant and animal life, cleans the air and regulates the urban climate. This life-giving function of open spaces is the most threatened by urban development.

The ecological benefits of open space are inseparable from social and economic benefits. Healthy aquatic food chains are indispensable for economies such as the recreation, fishing and tourism industries. The ecological benefits of open space are also directly related to human health. It is estimated that 70% (South African Traditional Medicine Research Group) of South Africans regularly use traditional medicines derived from plant material indigenous to the country. About 25% of compounds used in the pharmaceutical industry are found in nature. Open space is the repository of all ecological benefits and environmental goods and services.

Although the general quality of Tshwane's living environment compares very well to the international best practice, increased urbanisation, uncontrolled and inappropriate development and inadequate management systems are impacting on this deteriorating quality. The ecological functioning of open space in Tshwane continues to be threatened.

By and large the City has a well developed natural system within the urban environment, as it accommodates many boulevards and civic spaces, places with symbolic elements, man-made landmarks, natural landmarks, major gateways, recreation parks and resorts, public swimming pools and well developed sport stadia.

All airports within the area of jurisdiction of the CoT are affected by encroaching urban development, whilst in fact, provision should be made by the CoT for safety zones on the arrival/departure alignments which fall outside the boundaries of such airports as a safety precaution for possible emergency landings, thereby reducing the possibility of serious damages and possible loss of human life. These zones have over the past periods been used for urbanization when they should have preferably been kept open (as part of the “green” areas of the city). The CoT should prepare zoning maps for such areas affected by noise contours (which should also make provision for the growth in such noise contours) and not allow “incompatible” land-uses in such areas. Therefore, from an environmental point of view, the CoT will have to give much more attention to the policy directives of national government regarding the development/expansion of airports.

2.3.6 TRANSPORT

The City has a good supply of transportation infrastructure, being well served by roads, rail and airports. However, there are operational challenges which need to be addressed.

Public transport, comprising rail, bus and minibus-taxis, constitutes only 28% of all transport. About 33% constitutes private mobility and another 33% walking (CoT Integrated Transport Plan). Of the public transport modes minibus-taxis is most dominant, followed by bus commuting and then rail.

The rail network is extensive and generally well located, linking many of the peripheral low-income areas to the central CBD. The underutilisation of the system is due to amongst others, perceptions of operational inefficiencies, unreliability, poor quality and lack of safety.

Bus services are operated from 14 depots via 23 major terminals and 25 major bus stops to serve the region. There are 10 major bus operating entities in Tshwane transporting 300 000 passengers on a daily basis.

Although minibus-taxis are the most widely used public transport mode because of their flexibility in delivering a service on 450 routes, there remains major dissatisfaction with the service due to perceptions of unreliability and poor quality service levels (CoT ITP).

Private transport continues to be on the increase as it offers the most flexible mode of transport, yet at the same time, leads to enormous traffic congestion and bottlenecking during peak hours. Continuous private vehicle mobility does not offer a sustainable solution for the City, and a greater focus will have to be given to improving public transport on the whole. In unison, the urban settlement pattern will have to be changed to support public transport. The proposed Bus Rapid Transit system is the start of such a process, and the City should capitalise on it and revamp its well located ring-rail system, together with the Gautrain to get people out of their cars and into busses, taxis and trains.

Freight transport is equally responsible for increased traffic congestion as cars and freight compete for the limited road space. With a revamped rail system, freight can easily and conveniently be transported on rail as prevailing rail infrastructure accesses many relevant industrial nodes. Of critical importance will be the assurance of operational efficiency.

There are several airports in and around the City. The main defence airport is Waterkloof Airforce Base which is strategically located in respect of urban expansion and infill. However, it is affected by underlying dolomitic soil conditions, which complicates the development of this area. Wonderboom Airport, located north of the City, is an important airport and is deemed to hold significant economic opportunities for the City, provided it can re-obtain international status.

2.3.7 BULK INFRASTRUCTURE AND SERVICES

Tshwane is well served with bulk infrastructure, but the demand for new infrastructure is a challenge in the light of the need to simultaneously upgrade and maintain ageing infrastructure.

The City is regionally well located being on a major north-south corridor (N1) and an increasingly relevant east-west (Platinum) corridor. It has a well developed internal road network. Whilst parts of a concentric system of roads exist, continuity is hindered by the absence of the western by-pass). Local level circulation is not optimal as the City attempts to address growing demand for road space and inter-nodal movement. Council pronounced itself in January 2007, on the Minimum Service Levels of infrastructure including roads, in order to address the provision of services to the City.

Stormwater and flood management is an important aspect of urban development to positively impact on quality of life. Approximately half of the roads that have stormwater drainage systems are in the formalised areas. A large percentage of the current stormwater drainage system is below required capacity due to densification trends and outdated design criteria.

The roads and stormwater backlogs as identified in a Council report (January 2007) on minimum service levels Tshwane; are as follows:

- Estimated 402 km class 4 roads (distributor/bus routes) with accompanying stormwater drainage
- Estimated 2 357km class 5 (local access) roads with accompanying stormwater drainage.

The City of Tshwane's water is supplied from external and its own sources. Rand Water and Magalies Water in total supplies 81,3% of Tshwane's water. The City of Tshwane supplies the remaining 18,7% from its own dams, boreholes and springs.

Percentage distribution of households by type of water source (STATS SA CS 2007)

	Census 2001	CS 2007
Piped water:		
Inside dwelling	48.6	62.5
Inside the yard	31.3	18.2
From access point outside the yard	15.4	16.4
Borehole	1.0	0.6
Spring	0.0	0.1
Dam/Pool	0.1	0.0
River/Stream	0.1	0.0
Water vendor	0.7	1.2
Rainwater tank	0.2	0.2
Other	2.6	0.6
TOTAL	100.0	100.0

The table below gives a global summary of the City of Tshwane's water supply assets like the reservoirs, water towers, pumping stations and water pipelines:

Table 2.3.7 (a): City of Tshwane's Water Supply Assets

Water supply infrastructure		REGION IN TSHWANE						Total
		Southern	Central Western	Eastern	North East	North West	Outside of Tshwane	
Reservoirs	Number	24	36	28	15	23	7	133
	Total capacity (kℓ)	196 350	630 746	311 155	98 720	269 925	143 200	1 650 096
Water towers	Number	8	1	5	8	4	3	29
	Total capacity (kℓ)	3 742	0	1 797	2 680	1 336	868	10 423
Pumping stations	Number of pumps	35	8	32	28	7	12	122
Pipelines (bulk and network)	Length (m)	1 373 129	1 362 795	2 281 706	1 165 766	2 257 402	314 518	8 755 316
Pipeline networks	Length (m)	1 250 908	1 225 694	2 110 942	1 050 614	2 186 803	167 258	7 992 219
Pipelines: bulk	Length (m)	121 469	136 777	164 591	109 942	65 384	142 657	740 820
Pipeline schematics	Length (m)	752	324	6 173	5 210	5 215	4 603	22 277

(Source: Infrastructure Management Query Station: Nov 2007)⁸

A large part of these assets serves the original Pretoria-Mamelodi-Atteridgeville area in western-central-eastern Tshwane. The population and increase in demand and developments are, however, concentrated in the northern areas of Odi and Temba. More infrastructure is required in these areas. The Pretoria-Mamelodi area is the best served, while the northern and southern areas require more storage vessels.

Table 2.3.7 (b): Water and sanitation backlogs (Source: Water and Sanitation Division)

Level of service	Water and Sanitation (formalised areas)		Housing Division (informal settlements)		Total	
	Water	Sanitation	Water	Sanitation	Water	Sanitation
Below basic	20 263	38 760	36 289	136 394	56 552	174 612
Basic	6 203	4 500	100 105	-	106 308	4 500
Full	420 000	376 000	4 430	-	424 430	376 000

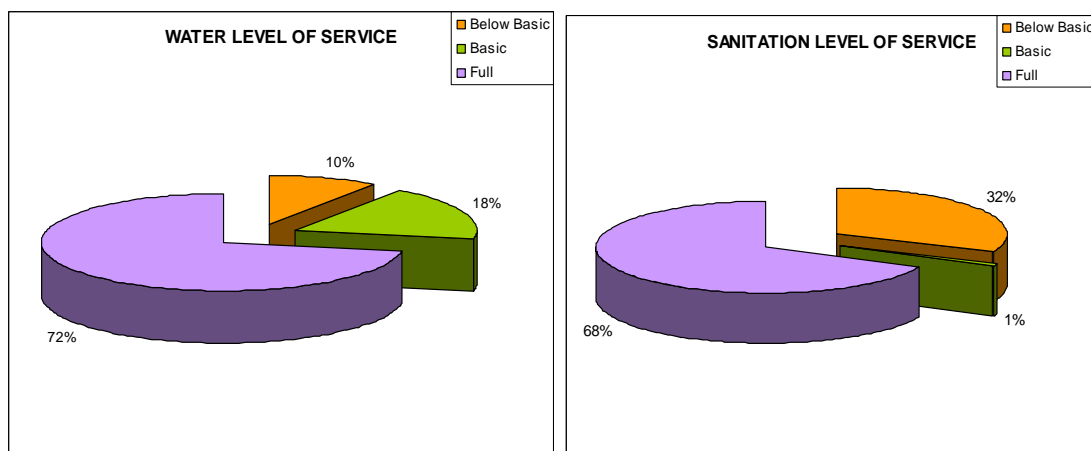
Percentage distribution of households by type of toilet facilities (Stats SA CS 2007)

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	69.7	71.3
Flush toilet (with septic tank)	1.6	1.8
Dry toilet facility	-	3.0
Chemical toilet	0.8	1.5
Pit latrine with ventilation (VIP)	2.0	20.0
Pit latrine without ventilation	22.5	0.2
Bucket latrine	0.8	0.8
None	2.6	1.4
TOTAL	100.0	100.0

⁸ IMQS provides data for the compilation of management reports pertaining to roads, water, sewer and stormwater master plans.

The diagrams below give a summary of the water and sanitation levels of service for formal and informal areas.

Diagram 2.3.7: Water and Sanitation Level of Service



Similar to the water supply system, the waste water system consists of a bulk system and an internal collector system, both of which are the property of the City of Tshwane. Waste water discharges to ten waste water treatment works with a combined capacity of 557 Mℓ per day through about 290 km of bulk outfall sewers. The following tables provide a summary of the waste water treatment works and the sewer system:

Table 2.3.7 (c): Capacity of the City of Tshwane Waste Water Treatment Works

Region	Waste water treatment works	Discharge into stream or river	Capacity		2006/07	
			Mℓ/day	%	Load (Mℓ/day)	Spare capacity (Mℓ/day)
Southern	Sunderland Ridge	Hennops	45	8	51	-6
Central Western	Daspoort	Apies	60	11	40.4	19.6
North East	Rooiwal	Apies	245	44	155.9	98.1
	Temba	Apies	12,5	0,3	6.6	5.9
	Babelegi	Apies	4,7	0,8	1.7	3.0
North West	Sandspruit	Tolwane	20	4	5.3	14.7
	Klipgat	Tolwane	55	10	30.3	24.7
	Rietgat	Soutpan	27	5	10.5	16.5
Outside of Tshwane	Baviaanspoort	Pienaars	58	10	34.3	23.7
	Zeekoegat	Pienaars	30	5	39	-9
TOTAL:			557,2	100	375.1	182.1

(Source: Department of Public Works and Infrastructure- Koot Snyman manager waste water treatment)

Table 2.3.7 (d): Capacity of the City of Tshwane's Sewer System

Sewer infrastructure		Region in Tshwane					
		Southern	Central Western	Eastern	North East	North West	Total
Pump stations	Number	16	4	2	9	7	38
Manholes	Number	23 536	16 877	36 113	10 987	30 991	118 504
Pipelines	Length (m)	1 342 960	1 129 078	2 115 074	710 172	1 704 164	7 001 447
Pipelines: network	Length (m)	1 124 425	867 946	1 829 045	482 951	1 420 045	5 724 412
Pipelines: collector	Length (m)	167 161	205 497	218 728	117 095	190 628	899 109
Pipelines: bulk	Length (m)	50 882	54 683	55 240	109 366	75 169	345 339
Pipelines: schematic	Length (m)	492	953	12 062	760	18 322	32 588

(Source: IMQS Nov 2007)

Electricity is primarily supplied by the City, although peripheral areas to the north and south-west are supplied by Eskom. Urban expansion, economic development, population influx and increase in household demand, have placed enormous pressure on power supply. As a result the City needs to invest greatly in new bulk infrastructure and refurbishment of the existing equipment in order to meet the demand.

The tables below taken from Stats SA community survey 2007 indicate the sources of energy for lighting, cooking and heating in Tshwane.

Percentage distribution of households by type of energy/fuel used for lighting

	Census 2001	CS 2007
Electricity	80.5	77.4
Gas	0.2	0.1
Paraffin	2.5	5.0
Candles	16.5	16.9
Solar	0.1	0.1
Other	0.1	0.5
Total	100.0	100.0

Percentage distribution of households by type of energy/fuel used for heating

	Census 2001	CS 2007
Electricity	70.6	70.2
Gas	1.0	0.5
Paraffin	12.7	18.6
Wood	2.9	2.8

	Census 2001	CS 2007
Coal	9.3	3.4
Animal dung	0.1	0.0
Solar	0.1	0.0
Other	3.3	4.3
Total	100.0	100.0

Percentage distribution of households by type of energy/fuel used for cooking

	Census 2001	CS 2007
Electricity	71.6	74.1
Gas	1.0	0.7
Paraffin	25.1	24.1
Wood	1.0	0.7
Coal	0.8	0.3
Animal dung	0.2	0.0
Solar	0.2	0.0
Other	0.1	0.0
Total	100.0	100.0

The refuse removal statistics in the City is represented below. The source of the data was Stats SA Community Survey (CS) 2007.

Percentage distribution of households by type of refuse disposal

	Census 2001	CS 2007
Removed by local authority/private company:		
at least once a week	78.4	75.5
less often	2.6	1.6
Communal refuse dump	1.5	2.1
Own refuse dump	13.8	14.7
No rubbish disposal	3.8	5.6
Other	-	0.6
TOTAL	100.0	100.0

It is important to note that 5.6% of the total households (686 640 h/h) do not have rubbish disposal, whilst almost 77% of households have refuse removal by the local authority or a private company.

2.4 CITY OF TSHWANE COMMUNITY NEEDS ASSESSMENT

The community needs were captured in a needs register which reflects the needs per ward. The five administrative regions in the City of Tshwane and their wards are depicted below.

ASD Regions	Wards included per ASD regions	Total number of wards per ASD region
North West	2,4, 9, 11, 12, 19, 20, 21, 22,24, 25, 27, 26, 29, 30, 31, 32,33, 34, 35, 36, 37, 39,	23
North East	5,8,13, 14,49,50,73,74,75,76	10
Central Western	1,3,7, 51,55, 56,58, 59,60, 62,63, 68,72, 71	14
Eastern	6,10,15,16,17,18,23, 28, 38,40, 41, 42, 43,44, 45, 46,47, 52, 53,54, 67	21
Southern	48, 57,61,64,65,66, 69,70	8
Total:		76 wards

Map 2.4: City of Tshwane Regions and Wards

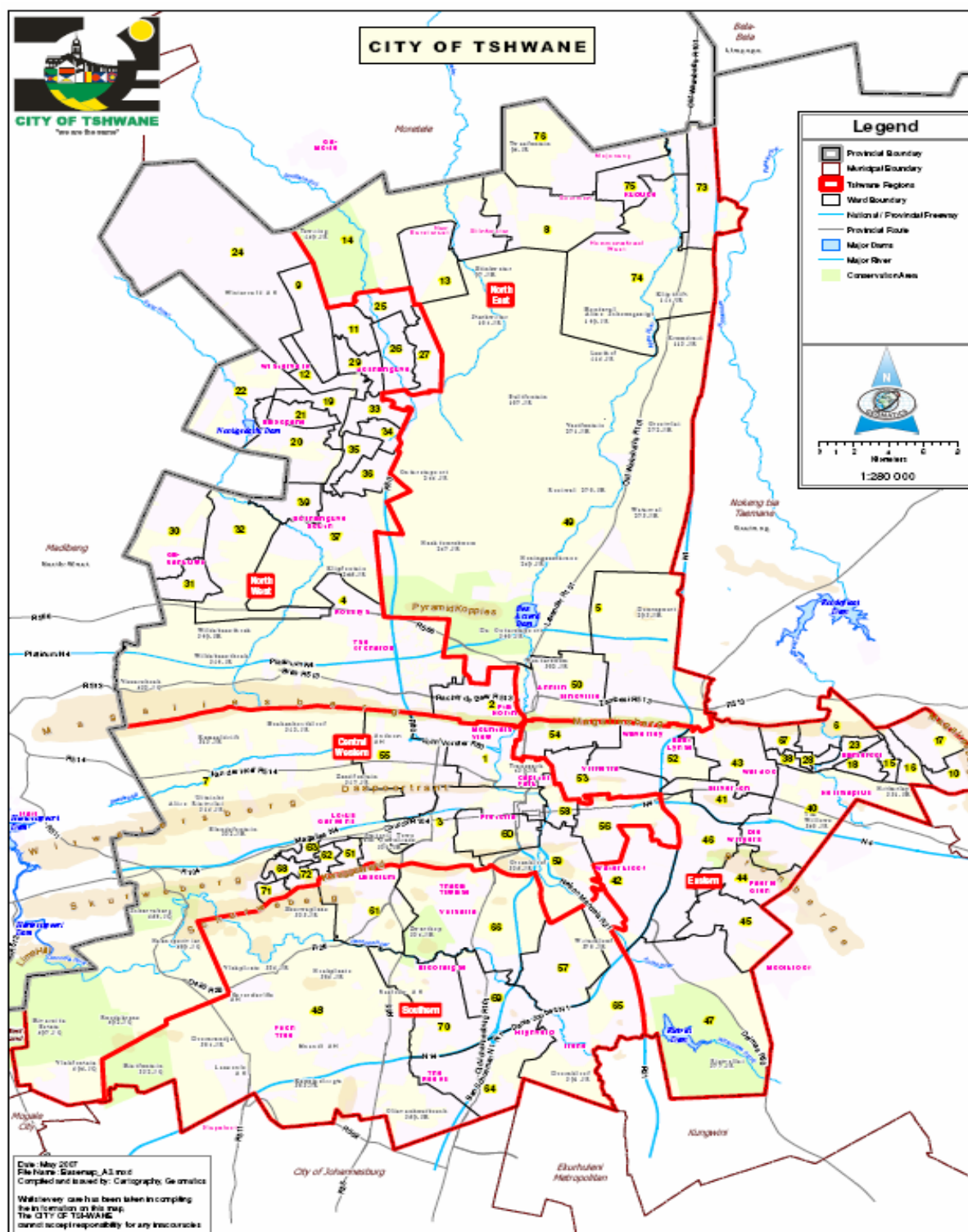


Table 2.4 (a): Summary of Numbers of Needs Registered per ASD Region

The table below indicates numbers of needs raised by communities per administrative region. Detailed needs per ward as raised by community members, as well as an feedback by departments on the status of the needs are captured on a ward level database, and can be accessed via the IDP office in the City of Tshwane.

	North West	North East	Eastern	Southern	Central Western	Total
Agriculture and Environmental Management	7	14	0	0	0	21
Agriculture Development, Land and Trading	20	14	2	0	1	37
Pollution, Environment Protection and Conservation	12	28	20	9	8	77
ENVIRONMENT	32	42	22	9	9	114
Businesses and Economic Development	12	16	4	1	10	43
Economic Development	0	3	5	0	0	8
Job Creation	29	10	7	3	12	61
ECONOMIC	41	29	16	4	22	112
Clinics, Medical Services, Aids Programmes	42	31	9	5	28	115
Environmental Health	2	0	0	0	1	3
Health and Social Development	1	1	0	0	0	2
Medical Emergency Services	0	2	0	0	1	3
Pest Control	9	0	0	1	0	10
HEALTH	54	34	9	6	30	133
Hospice, Elderly and Sick Care Centre	30	11	4	3	8	56
Social Development	2	2	0	1	0	5
Welfare, Poverty Alleviation, Debtor Management: Social Packages	9	0	1	1	5	16
WELFARE	41	13	5	5	13	77
Schools, Education Facilities, Libraries	78	64	14	7	16	179
Skills Development, Woman Empowerment	29	15	8	3	5	60
SKILLS DEVELOPMENT/EDUCATION	107	79	22	10	21	239
Community Center, Halls, Multi-purpose	60	34	19	4	28	145
Pay Points, Information Distribution	23	2	0	0	4	29
COMMUNITY CENTER	83	36	19	4	32	174
Sports Facilities	64	30	16	4	33	147
Sports and Recreation	13	4	2	0	10	29
SPORT	77	34	18	4	43	176
Disaster Management	0	2	0	0	0	2
Fire Emergency Services	7	4	1	0	0	12
EMERGENCY	7	6	1	0	0	14
Crime Apprehension	12	4	8	6	1	31
Crime Prevention	5	5	19	16	8	53
Crime, Safety & Security, Policing	34	20	23	18	30	125

	North West	North East	Eastern	Southern	Central Western	Total
Other (Metro Police)	2	7	0	0	0	9
SECURITY	53	36	50	40	39	218
House and Provisioning	77	32	37	14	28	188
Housing Maintenance, Management, Formalization	9	7	4	1	8	29
HOUSING	86	39	41	15	36	217
Council Property	4	3	2	4	9	22
Illegal Business	1	3	6	0	6	16
Illegal Land Use, Squatting	4	12	28	26	15	85
Informal Trading	7	4	2	2	6	21
Land Purchases, Land Use	13	8	3	1	3	28
Township Development, Zoning	22	10	16	12	16	76
Security Villages, Closing Road Entrances, Legal Matters	3	4	3	0	0	10
LAND USE	54	44	60	45	55	258
Tourism, Marketing, Communication	20	22	4	7	6	59
MARKETING	20	22	4	7	6	59
Cemeteries	19	26	2	5	3	55
CEMETERIES	19	26	2	5	3	55
Landfill Sites, Garden Refuse Sites	7	1	3	1	0	12
Waste Management, Refuse Bins, Bulk Containers	61	21	25	18	7	132
WASTE	68	22	28	19	7	144
Parks, Street Scaping, Fencing	79	24	79	44	77	303
Pavements, Sidewalks, Pedestrian Bridges	25	18	38	23	43	147
PARKS/PAVEMENT	104	42	117	67	120	450
Water Maintenance, Leakages	5	8	6	1	2	22
Water New Connections, Planning, Provisioning	21	24	4	14	6	69
Water Quality of Supply, Pressure	5	12	3	5	5	30
WATER	31	44	13	20	13	121
Sanitation Maintenance	7	6	3	1	2	19
Sanitation New Connections, Planning, Provisioning	29	27	3	5	11	75
SANITATION	36	33	6	6	13	94
Road Markings, Crossings, Signs	11	14	9	2	4	40
Roads Maintenance & Management	37	19	25	24	29	134
Roads Planning, Provisioning & Upgrading	98	80	73	31	57	339
Speed Humps - Traffic Calming, Mini-Circles	27	11	57	37	49	181
ROADS	173	124	164	94	139	694
Stormwater Drains & Canals	60	36	31	8	93	228
STORMWATER	60	36	31	8	93	228
Traffic Control, Fines, Law Enforcement	6	3	5	0	4	18
Traffic Matters, Traffic Flow, Traffic Lights	13	16	43	29	21	122
TRAFFIC	19	19	48	29	25	140
Transportation - Bus, Taxi,	15	39	33	30	23	140

	North West	North East	Eastern	Southern	Central Western	Total
Airport, Pedestrians, Parking						
Wonderboom Airport	0	44	0	0	1	45
TRANSPORT	15	83	33	30	24	185
Electricity Connections, Planning and Provision	28	14	6	13	7	68
Electricity Maintenance, Theft	9	6	18	3	9	45
Electricity Quality of Supply, Outage	4	3	0	1	31	39
High Mast Lighting, Street Lighting, Other Lighting	77	43	54	19	35	228
ELECTRICITY	118	66	78	36	82	380
City Strategies	3	3	2	8	5	21
Governance	1	0	0	0	0	1
Office of the City Manager	19	4	3	1	2	29
Office of the Speaker	0	1	0	0	0	1
Tshwane Corporate Resources and Management	3	0	4	3	3	13
INSTITUTIONAL	26	8	9	12	10	65
Other	1	0	1	0	0	2
TOTAL NR OF NEEDS REGISTERED	1325	961	857	520	890	4553

Tshwane Wide Trends of needs

- The highest number of needs/issues registered relates to roads infrastructure and maintenance (15%).
- The second highest score relates to pavements, sidewalks, and pedestrian movement (9,9%).
- This is followed by electricity issues (8,3%), land use (5,7%), skills development (5,2%), stormwater (5%), safety and security (4,8%), and housing (4,8%).
- Water (2,7%) and sanitation (2,1%) scored relatively low compared to the other technical services like roads and electricity.
- The highest number of needs were registered in the North West Region (1325), followed by the North East (961), Central Western (890), Eastern (851) and the lowest in the Southern Region (520).
- The total number of needs currently registered in the database is 4553.

The community needs verification process identified economic development as a dominant need. Issues that were raised include the need:

- To create jobs;
- To retain and expand existing businesses;
- To attract new investment domestically and internationally;
- For skills development and skills development centres;
- For business information centres;
- To support development;
- To engage in major projects such as the Logistics Cluster, Western by-pass, Gautrain, etc;
- To focus on upliftment projects;
- To alleviate poverty; and
- To establish training centres.

Housing ranked as one of the major needs identified by the communities covering aspects such as:

- Implementation of new projects;
- Allocation of subsidies;
- Upgrading of existing settlements and informal settlement areas;
- Projects should not be limited to existing townships, and should deal with urban upgrades and integration as well;
- Housing in the rural areas is also important; and
- Formalisation of informal settlements, given the expanded context of government's new housing policy.

The need for more parks and open spaces, the upgrading and maintenance of existing spaces, fencing of certain areas to protect against illegal dumping and / or vandalism, controlling of littering, and management of water, air and noise pollution was also raised.

Transportation needs identified by the community covered five primary elements, viz.:

- Increasing public transport access;
- Upgrading of facilities especially for busses and taxis;
- Provision for disabled people on public transport systems; and
- Increased road planning and construction.

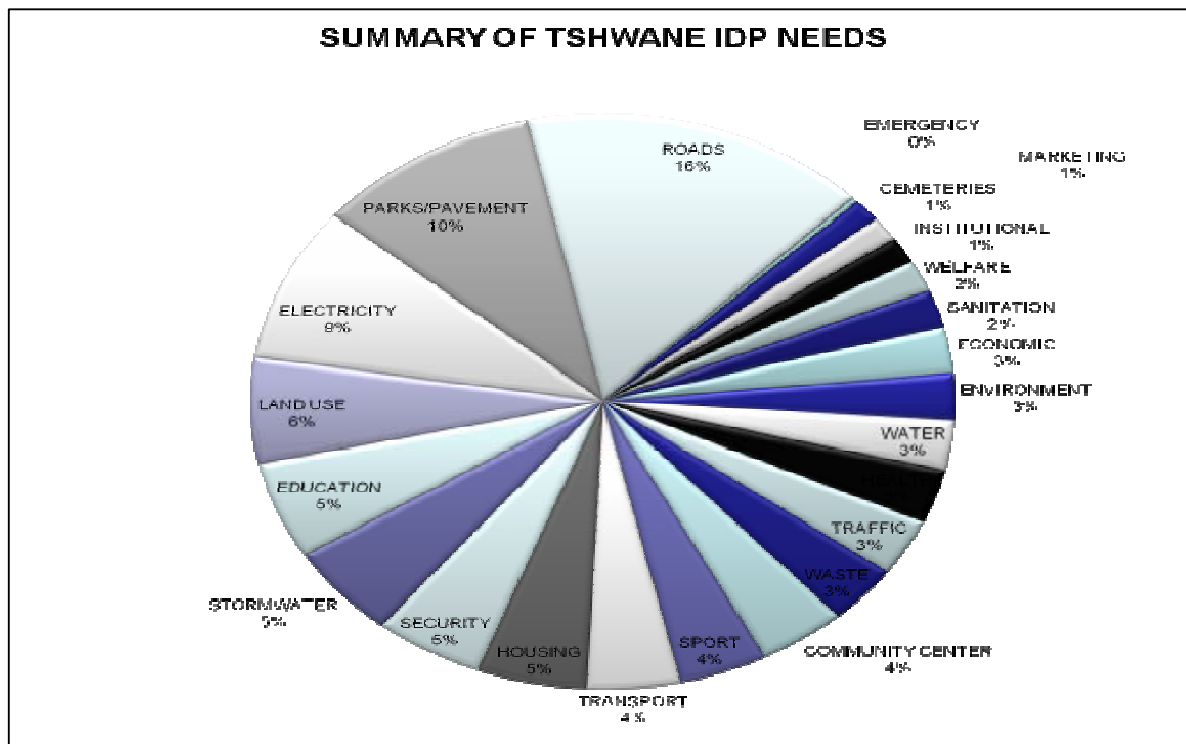
Community needs identified in respect of health care range from social welfare, frail care, and HIV treatment, to more community buildings, hospitals and hospices – fundamentally covering the whole spectrum of health services rendered.

The community, by and large, have identified several needs in respect of sport and recreation, though there is strong emphasis on the upgrading of existing facilities and the building of new facilities. This demand is not confined to one area but reaches across the City.

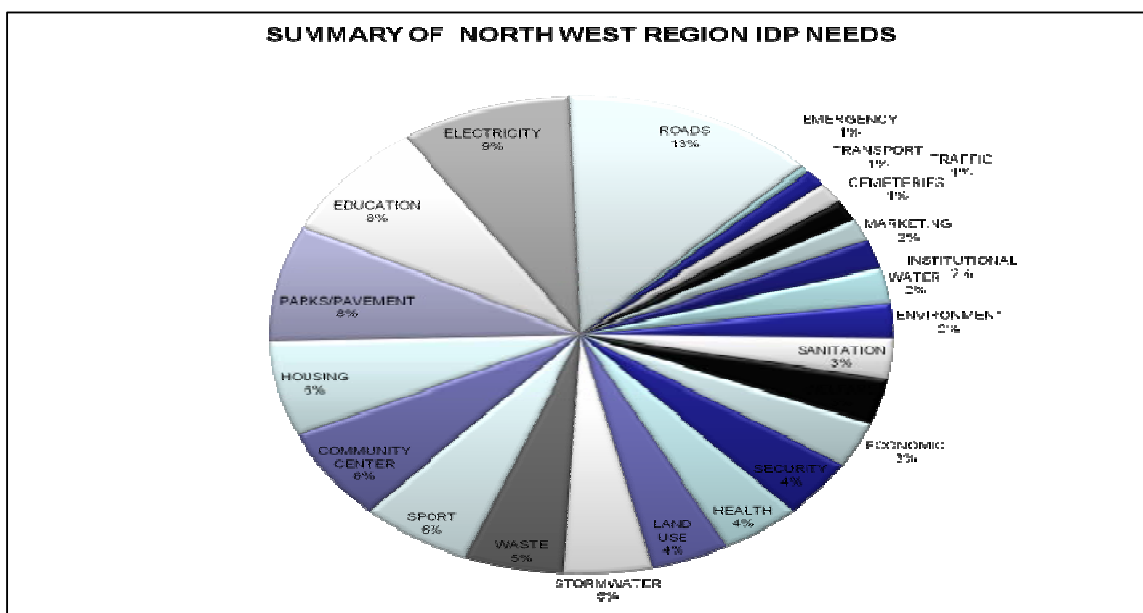
The community identified a whole list of needs in respect of law enforcement. General comments include a concern about high crime levels, lack of law enforcement, lack of policing, lack of proactive delivery, and lack of capital investment in police facilities (upgrading and new). Where traffic matters were concerned residents listed more specific needs, including a need for improved law enforcement, traffic management, traffic flow and scholar patrol, and extensive implementation of traffic calming measures throughout the City (majority of wards).

The community has identified certain issues related to planning and the emerging spatial form, which, in broad terms include an awareness of urban planning, the implications of zoning, the role of township establishment and the town planning scheme, and a need to align with development trends to gain economic ground. From a strategic viewpoint, the following developments or planning actions will result in changes to the urban form and function:

- The ReKgabisa Inner City redevelopment program
- The Bus Rapid Transit system
- The Gautrain Rapid Rail link
- The planning and development of the town centres in previously marginalised townships.

Diagram 2.4 (a): Summary of Tshwane IDP Needs**North West Region**

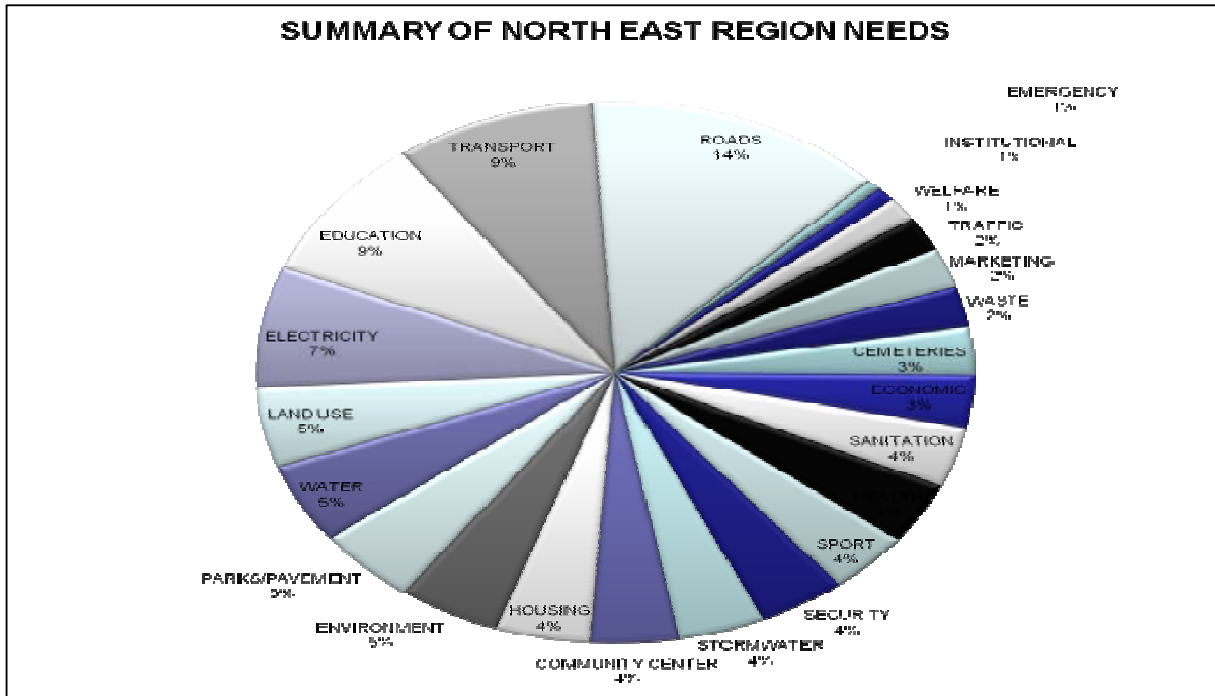
- In the North West Region, roads (13,1%) and electricity (8,9%) recorded the highest scores, followed by education (8,1%) and parks and pavements (7,8%).
- Other significant scores were registered under housing (6,5%), community centres (6,3%) and sports facilities (5,8%).

Diagram 2.4 (b): Summary of North West Region IDP Needs

North East Region

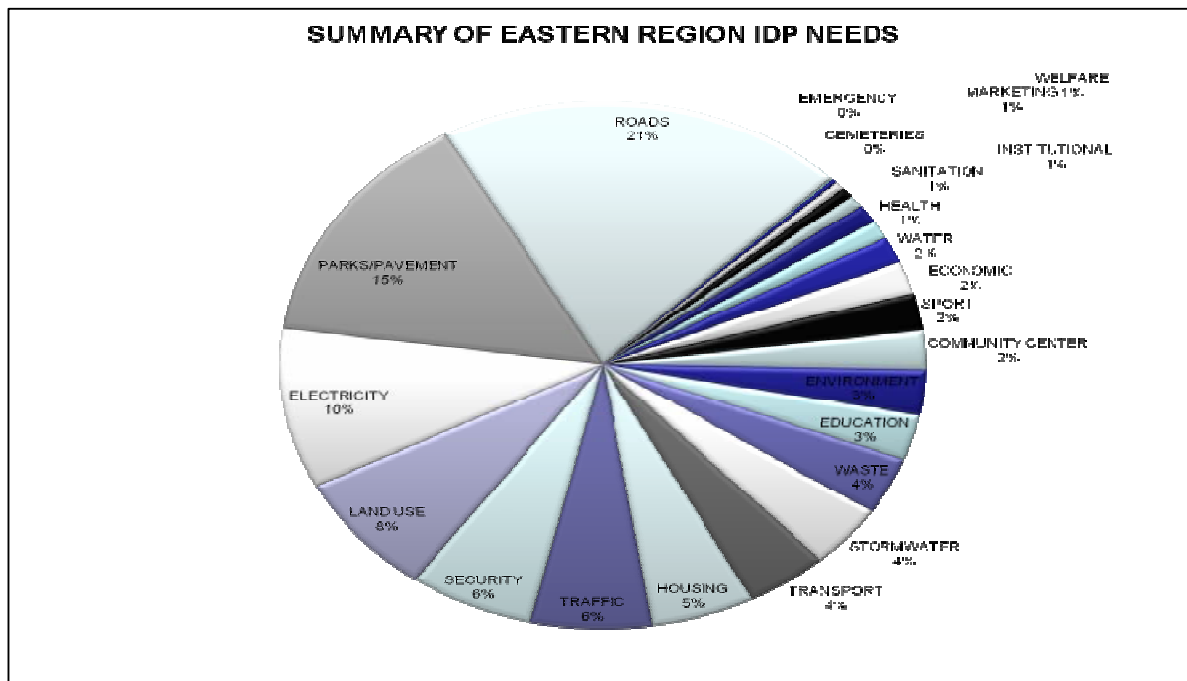
In the North East Region, roads (12,9%) scored the highest, and is follow by transport (8,6%) and skills development/education (8,1%). The main reason for the high score under transport is a number of issues registered under the Wonderboom airport.

Diagram 2.4 (c): Summary of North East Region Needs

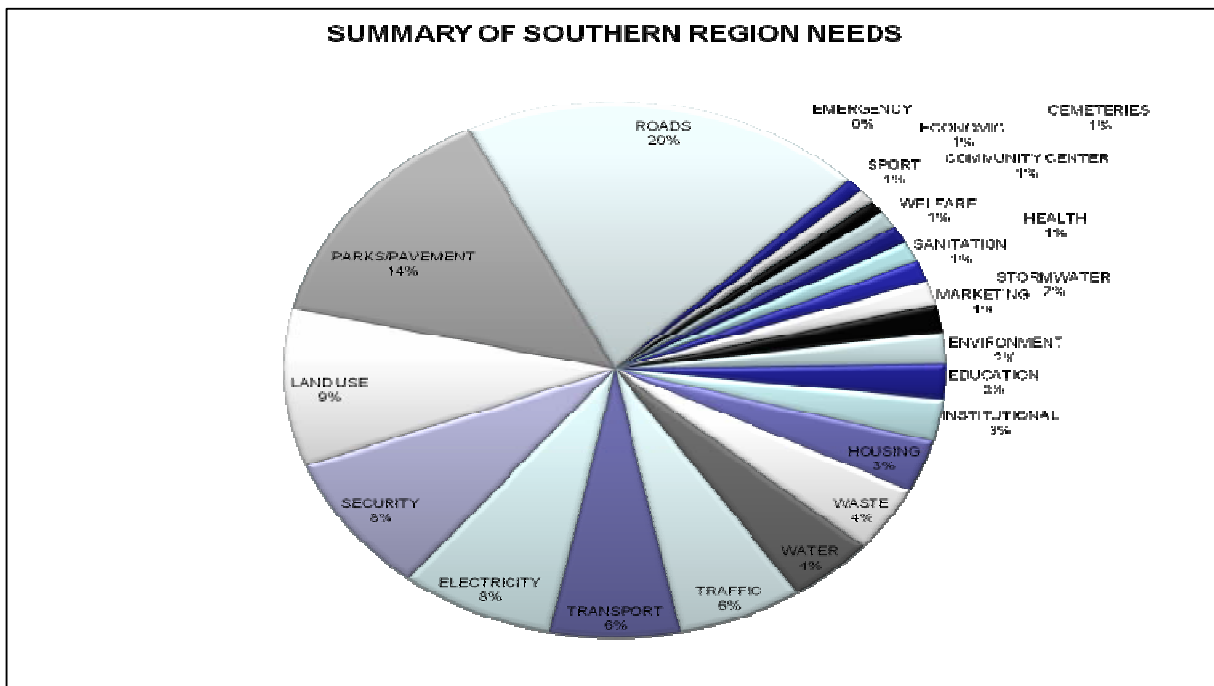


Eastern Region

- In the Eastern Region the highest scores registered are roads (19,1%), parks and pavements (13,7%) and electricity (9,1%).
- Other sectors featuring relatively strong in this region are land use (7%), security (5,8%), traffic (5,6%) and housing (4,8%).

Diagram 2.4 (d): Summary of Eastern Region Needs**Southern Region**

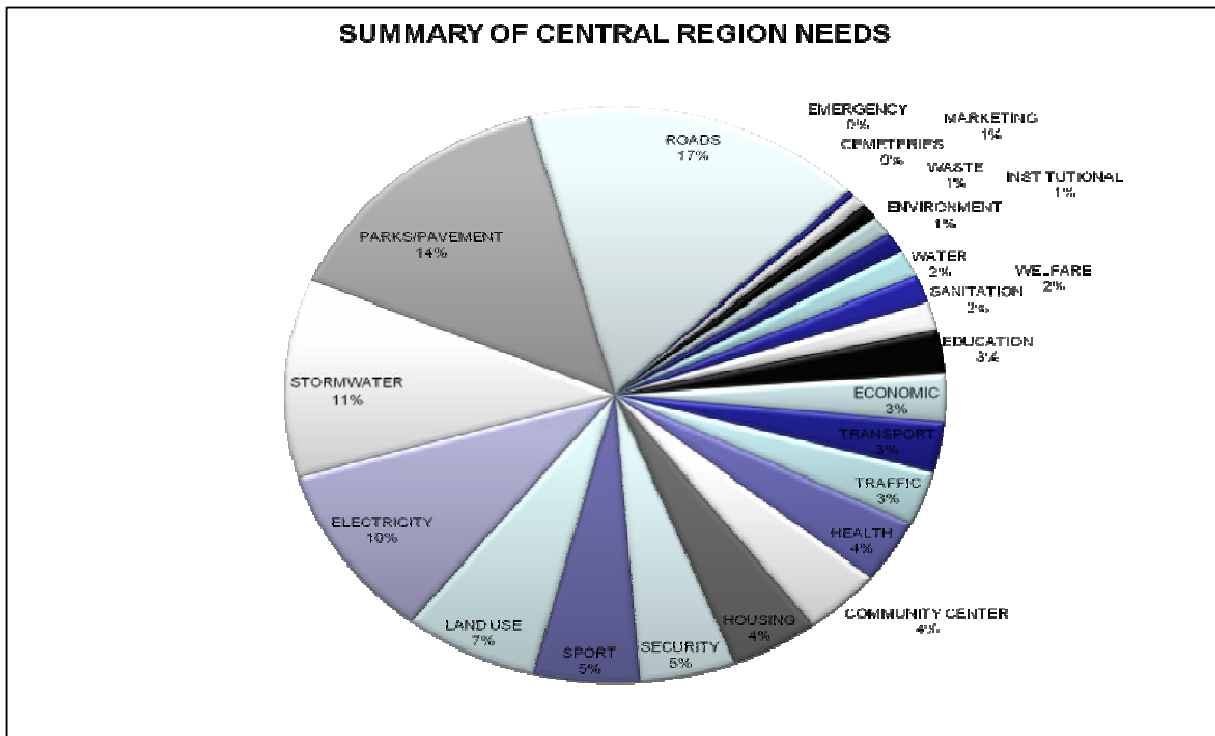
- The two top scorers in the Southern Region correspond with that of the other regions (roads (18,1%), and parks/pavements (12,9%), but the third highest score was under land use (8,7%).
- Other relatively high scores in this region include security (7,7%), electricity (6,9%) and transport (5,8%).

Diagram 2.4 (e): Summary of Southern Region Needs

Central Western Region

- The top three issues/needs in the Central Western Region is, in line with the other regions, roads (15,6%), parks/pavements (13,5%) and stormwater (10,4%).
- Electricity (9,2%) and land use (6,2%) also scored relatively high, as well as security (4,4%) and housing (4%).

Diagram 2.4 (f): Summary of Central Region Needs



2.5 PROGRESS AGAINST THE APPROVED TIDP 2006-2011 TO DATE

This section reflects on progress made against the TIDP approved by Council in May 2006 and the first reviewed TIDP approved by Council at end May 2007. Progress for the financial year 06/07 can be found in the Annual Report for the 06/07 year, and progress up to end March 2008 can be found in the third quarter report for the 07/08 year. Areas of excellent performance are highlighted in paragraph 2.5.2.

2.5.1 HIGHLIGHTS

ENERGY AND ELECTRICITY

Over 26000 houses have been electrified through service delivery initiatives of the CoT. In addition the city has put in motion a number of initiatives to ensure continued access to electricity especially in areas of backlogs, such as Winterveld. Our public works and infrastructure development team is working closely with all spheres of government and the private sector to increase delivery of non-conventional sources of energy to more households throughout the city. Pilot projects on alternative energy systems are underway. These include a gas cylinder plant in Atteridgeville, rollout of solar water heaters city wide, installation of solar street lighting in Soshanguve, as well as solar traffic lights city wide.

We have introduced our own energy saving and usage programme, which has to date enabled the City of Tshwane to use 10% less energy by being more efficient and reducing wastage. To this end, we held a positive meeting with a forum of businesses and institutions in the city. Representatives at the meeting undertook to make their contributions in the campaign of reducing electricity consumption and where applicable to consider the proposal of shifting their production times to off-peak periods. Energy saving tips has been provided to residents through the media, and all lights in municipal buildings are switched off at 20:00.

WARD COMMITTEES AND BATHO PELE

We are continually improving and strengthening the ward committee's capacity to engage in sectoral activities linked to the national, provincial and city-wide programmes through, amongst others, the support of the Community Development Workers (CDW) programme.

The ward committees will be central to overseeing the neighbourhood programme whose primary objective would be to beautify local areas, greening, and overseeing the maintenance of local public facilities in an endeavour to create greater ownership of these facilities and public spaces. Led by the Office of the Speaker, we will be convening a ward committee members' conference later this year.

One of our key performance areas is to entrench a customer-focused approach to citizenry and business by setting standards to be achieved that are guided by the Batho Pele principles. The Mayoral Committee is awaiting a revised norms and standards document that we will use as a basis to consult the public in developing a citizen's charter. This will be ready by the end of this financial year. The report will also make recommendations on the streamlining of the management of the customer care centres throughout the city to offer a standardised, seamless service to our clients throughout the five regions.

The Customer Relations Management Division has established 23 customer care centres City-wide to entrench a customer-centric approach to service delivery. These centres are able to deal with personal, written and telephonic enquiries. Our customer care services can be accessed free of charge at the Hotlines we introduced last year in the Mabopane, Temba, Soshanguve and Winterveld municipal offices or on the toll-free number 080 111 1556. Otherwise our clients can

use the number 012 358 9999. The 18 customer care centres are well positioned to support the regional offices and to continuously improve our services in a caring and efficient manner.

The City Manager and his team signed a Services Pledge last year.

SKILLS DEVELOPMENT

We are in the process of finalising an initiative to train 1 000 employees per annum in the computer literacy programme. The programme seeks to support the overall Smart City concept and to improve the use of technology as an enabling tool amongst Tshwane communities.

We instituted a number of ongoing partnerships with institutions of higher learning. In partnership with the University of Pretoria, the City of Tshwane launched a Tshwane Management Leadership Academy on 30 January 2008. This academy will enable management and leadership to be benchmarked against the best in the world on one the hand while being able to respond optimally to the expectations of our communities on the other.

There are ongoing partnerships with institutions of higher learning

- Leadership Academy launched in January 08 in partnership with University of Pretoria
- A city Human Resources Development Strategy has been developed to cater for skilling of young for accelerated growth
- Bursaries have been awarded as follows:

	2006	2007	2008
Employees	211	210	176
Non-Employees	5	20	30
Social responsibility	12	60	0
Matric awards	0	30	0
TOTAL	228	340	206
Total amount spent	3 013 898.83	4 643 829.16	2 807 811.97

During the 2006/7 and 2007/8 period a total of 258 learners attended various apprentice programs and 119 learners participated in learnership programs facilitated in Departments. Students were placed through apprenticeships as follows:

	2006	2007	2008
Number of students placed	28	35	39

COMMUNITY SAFETY

Working with the NPA, there are now three fully fledged municipal courts in Wonderboom, Rondalia and Centurion as well as three satellite courts in GaRankuwa, Mamelodi and Soshanguve. These have been successful in a number of areas which include a 129% increase in notices for by-law transgressions delivered. Over 167 500 cases have been successfully prosecuted at these municipal courts, which gives us an 84% success rate. We are ahead of our target of doubling the number of Metro Police officers during this term of office.

The Metro Police will be focussing also on using modern technology to improve response times and visibility. Through the global positioning system (GPS) it will be possible to track both fire and police vehicles and to deploy them more effectively.

There are currently 68 closed circuit television (CCTV) cameras covering most of the inner city and some parts of Sunnyside. There is continued collaboration with the private sector to expand the surveillance to other areas like Arcadia, major inter-modal transport facility areas like Denneboom Station, Mabopane Station and other major business complexes like the Morula Sun. These cameras are not used for security purposes only, but also as a management tool for surveillance for other community problems like waste management.

The Safer City Reference Group was established through the Council's Safer City Policy. One area identified for collaborative action is the management of bad buildings.

Six Municipal Court prosecutors obtained special delegations from the National Prosecution Authority to prosecute all contraventions of the National Road Traffic Act and regulations, Municipal by laws and contraventions of National and Provincial legislation that the municipality enforces, within various magisterial districts in Tshwane.

235 163 cases for traffic violations and 17 000 cases for municipal by laws and regulations were placed on the court roll for the period April 2006 to January 2008.

In addition over 1 000 joint operations took place between the CoT Metro Police and SAPS, in order to reduce crime. This has resulted in a 21.55% reduction in residential burglary, 14.88% reduction in assault, 19.19% reduction in rape and a 38.10% reduction in public violence (excluding the recent xenophobic incidents in Tshwane).

HEALTH SERVICES

The District Health Authority was launched. This platform now becomes the official platform for a coordinated approach towards the provision of primary health care (PHC) services in the city.

In line with our target, 98% of households in the municipal area have access to PHC within a radius of 5 km. 2,917,098 users have visited our clinics to date and 163 601 patients have been assisted through the ambulance service compared to the target of 48000. Accessibility of services has been improved with extended hours with Saturday services provided at four clinics. Our clinics also provide basic Aids care, counselling and HIV testing as well as STI services and TB treatment. We will complement the community health workers programme in the city for community-based health campaigns and home-based care – 50/50 with province.

YOUTH

We were the first municipality to pass a by-law that established a youth unit. The by-law that aims to protect children from being targeted in the use of substances has been published for comments.

One thousand five hundred and fifty four (1 554) young people were trained by various departments in the City. Furthermore we have successfully hosted a Youth Conference on Growth and Development to present economic empowerment opportunities available in the City through the Local Economic Development program. Over 200 young people have completed the Peace and Development Project (PDP), a Metro Police upliftment program.

A SMART CITY

We have successfully tested the technologies to provide affordable Internet access to communities in Rooiwal and Hatfield. We are now in the process of performing the same exercise in all the townships and we will be running broadband pilot projects throughout the city in the next financial year.

We are busy upgrading/improving our telecommunications infrastructure so that it can support an affordable telephone service and an affordable high speed Internet and to make wireless connectivity more accessible. We have started the process to implement a reliable, secure communication network called Terrestrial Trunk Radio (TETRA). This system is used by leading cities in the world for integrated policing, emergency, transport and disaster management services.

CITY PLANNING SERVICES

A hierarchy of plans have been prepared which include; the Metropolitan Spatial Development Framework & Tshwane Spatial Development Strategy, Regional Spatial Development Framework, Frameworks for urban cores as identified in MSDF and TSDS, Urban Core Spatial Development Frameworks.

On average the City of Tshwane continues to process more than 20 000 building applications every year, many of which are from private developers. Tshwane has also been acknowledged as the city with the highest growth of private residential developments in the country.

STATISTICS	July - September 2006	October - December 2006	January - March 2007	April - June 2007	Annual Total 2006/2007	July - September 2007	October - December 2007	January - March 2008	April - June 2008	Annual Total 2007/2008	% Growth
Residential Applications Approved	3,601	2,907	5,153	5,416	17,077	5,076	3,369	0	0	8,445	-50.55
Business Applications Approved	160	39	170	156	525	67	41	0	0	108	-79.43
Total Applications Approved	3,761	2,946	5,323	5,572	17,602	5,143	3,410	0	0	8,553	-51.41

INVESTMENTS IN THE CITY

The city benefits from a high business confidence as demonstrated by the growth in investments in the automotive manufacturing sector. Gauteng Provincial Government's has invested in the Blue IQ project in the Automotive Supplier Park in Rosslyn and in the newly established one in Gezina around the Ford's company operations. A substantial portion of the Ford motor company's investment of R1.5 billion, with its new export programme, will be spent in Tshwane.

The Mahindra motor company is also set to invest R340 million in the city, creating an estimated 200 permanent jobs from August. Additionally, the Tata motor company is set to invest R780 million creating an estimated 450 permanent jobs from July this year.

The automotive cluster boasts other internationally reputable motor manufacturers such as BMW, Fiat and Nissan. The Ford motor company also includes facilities for Mazda, Volvo and Land Rover motor companies.

Other companies and institutions that have shown confidence in the City of Tshwane include Nampak, which is expanding its operations; ABSA, which opened a one-stop Regional Home Loans

Office, the first of its kind nationally; and the SABC, which has upgraded its office to a regional status. The latter are indeed positioning themselves to service the large and growing clientele in the city.

CoT AWARDS

Last year, the city was recognised for its excellent work in a number of areas and has garnered a number of prestigious awards. Just to mention a few, the city won the following:

- In the Local Government SETA Awards – the Best Metropolitan Municipality on Skills Development Facilitator
- In the Bontle ke Botho Gauteng Provincial Awards
 - a. The Best Metropolitan Municipality. Awarded to the city for the second consecutive year.
 - b. The Best and Most Sustainable Ward which went to ward 68 in Atteridgeville under the leadership of Councillor Rambau. This was the consecutive year that this particular ward was honoured for its good work.
 - c. Bachana Mokwena Primary School in Ga-Rankuwa won the Best Performing Energy related project Award.
- The city won the Gauteng Golden Circle award for the Best Municipality on Youth Development. This was the second year consecutive year that the city won the award.
- The cartographic team with the City Planning and Regions department won an award in October for a map they designed visualising our new administrative regions in the Geographic Information Management System Map Competition.
- In February Pan South African Language Board awarded the city the Multilingualism and Nation Building Municipality of the Decade Award in the category for the public sector. The City was further acknowledged as a champion in developing a language policy that ensures access to information and municipal services through all the languages of South Africa. The Language Section of the City was also commended for its efforts in conducting extensive consultation with different stakeholders including all municipal wards during the development of the language policy.

SPORTS

Besides the two matches of Confederation of Southern African Football Association (COSAFA) that took place last year and the African National Congress' 96th Anniversary held in January this year, Super Stadium will this month play host to an international a match between South Africa and Paraguay.

SMME Development

- In order to remain responsive and appropriate to the needs of SMMEs, the CoT continues to engage stakeholders on a regular basis through various forums. One such forum was the SMME Summit, which brought all stakeholders together to identify ways in which the growth of the SMME sector can be accelerated in line with the objectives of ASGISA. The Summit resulted in a number of prioritized interventions which will be implemented by both the Municipality and the stakeholders themselves.
- The CoT establish a forum where all government funded agencies, which operate within the boundaries of the CoT, come together on a regular basis to plan and find ways to create synergy in delivering services to SMMEs. This forum, coined the Tshwane Business Support Agencies (TBSA) consists of representatives from the CoT, SEDA, GEP, UYF as well as KHULA

Enterprise Finance Ltd, and provide business development support to SMMEs in Tshwane.

2.5.2 EXCELLENT PERFORMANCE AGAINST SERVICE DELIVERY TARGETS

In the following areas the targets from 1 July 2007 to 30 June 2008 have already been surpassed.

Provide quality basic services and infrastructure

- Basic water provision via the subsidized housing developments (Housing department). 27486 stands provided with connections vs. the 22000 planned.
- 31767 stands provided with sewer connections
- All informal settlements currently receive water through JoJo tankers
- 107.04 km of roads developed towards backlog eradication
- Equivalent of 17550 stands provided with roads and stormwater through subsidised housing developments as opposed to the 10000 planned.
- Private developers have added to the roads achievement by providing 77.48 km of new roads, much more than the 25.9km planned.
- The stormwater development added to our network by private developers has been 43.41km.
- We have exceeded our targets with regards to the maintenance of traffic signals, bridges and stormwater systems.

Facilitate higher and shared economic growth and development

- 259 contracts have been implemented in alignment with EPWP.
- We have addressed 33 bad buildings, whereas our target was to only have completed the audit by now.
- Overall most of our departments are utilising local vendors
- Due to the implementation of policy, 100% of any projects identified to be a labour intensive project in the Public Works and Infrastructure arena have been labour intensive.
- 3801 SMME's or coops have been supported or developed thus far, in comparison to our target of 3100.
- 70 % of all transactions reported by Finance were BEE transactions for the first 6 months of 0708. This amounts to R218 771942 . In the 0607 year, approximately R2,648,187,167.72 worth of tenders were awarded to BEE. The breakdown for the 0607 year is as follows:

AMOUNT	BEE MEN	BEE WOMEN	WHITE WOMEN	WHITE MEN	ORGAN OF STATE
R 2,648,187,167.72	R 1,109,134,343.27	R 201,638,452.65	R 145,930,096.24	R 1,182,642,911.83	R 8,841,363.73
100%	41.88%	7.61%	5.51%	44.66%	0.33%

- 102 students have been placed thus far.
- R250M of investment in Tshwane has been realized due to the efforts of the City
- 8364 short term jobs have been created
- 2468 Community members have been trained

To fight poverty, build clean, healthy, safe and sustainable communities

- There has been a 64.9% reduction in fatalities related to road accidents due to metro police actions with SAPS and other stakeholders.
- There has been a 129% increase in notices for by law transgressions delivered

- 167520 cases have been successfully prosecuted at the municipal courts- which gives us an 84% success rate
- 1053 joint operations to reduce crime have taken place between SAPS, the metro police and other stakeholders. This has exceeded the five year target by more than 600.
- There has been an 8% reduction in TB cases
- 2,917,098 people have visited our clinics, much more than was planned, which indicates a higher access to our clinics.
- 99,32% of EDL medicines are available at our clinics
- 5350 fire requests have been attended, which is all of the requests- this bodes well for safety related to fires.
- 163 601 patients have been assisted with ambulance services.

2.6 HIGH LEVEL SWOT ANALYSIS FOR THE CITY

2.6.1 STRENGTHS

- Most of the ward committees are functioning effectively.
- A Mayoral Committee system that enables decision making.
- Availability of a clearly defined delegations framework.
- Dedicated and highly skilled pools of technical officials in core disciplines that keep service delivery focused on the needs of the communities.
- The Location of the City vis-à-vis the Gauteng City Region and the Country.
- The availability of strategies and policies that frame service delivery and enable decision making
- Availability of pockets of visionary officials that are able to proactively drive strategic matters.
- A Council that encourages healthy debate and ensures that decisions that are taken ultimately benefit the citizens of the City.

2.6.2 WEAKNESSES

- Insufficient supportive systems to enable faster turn-around times on customer queries for all disciplines, although we are performing well in the areas of water, sanitation, roads, stormwater and electricity queries.
- Insufficient integration of IT systems and workflow processes, to ensure smoother service delivery and reduce time lost through manual processes.
- Time management can be significantly improved in all areas, to improve focus customer services.
- Greater improvements can be made with regard to skills of management to be more multi-dimensional.
- Certain Municipal Entities not functioning optimally which impacts on service delivery.
- Capacity constraints to spend the allocated budget

2.6.3 OPPORTUNITIES

- The accessibility of strategic partners such as Provincial Government, National Treasury, tertiary institutions and the business sector, to partner on service delivery.
- The location of core industrial sectors in relation to the City.
- The plans and programmes of neighbouring metropolitan areas that allow for meaningful engagement to grow the City.
- International relations that provide so many opportunities to partner on multi-billion rand developments that have strategic impact on the City.

2.6.4 THREATS

- The impact of global factors like high oil prices that impact on the mobility of the community, and on the profit margins of businesses in the City.
- High interest rates in an environment of escalating prices in all areas of life including food, transport, housing, education, is a serious threat to our initiatives as a City to reduce poverty in the City.
- The impact of growing poverty on the ability of citizens to pay for services will impact on the ability of the City to generate revenue for the provision of services.
- Shortage in electricity supply from ESKOM impacting on business development and growth, and placing greater pressure on the City to provide a quality electricity service to its customers.