

CHAPTER 2: SITUATIONAL ANALYSIS: MAJOR FEATURES AND PRIORITY DEVELOPMENT NEEDS

2.1 SITUATIONAL ANALYSIS

2.1.1 INTRODUCTION

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.

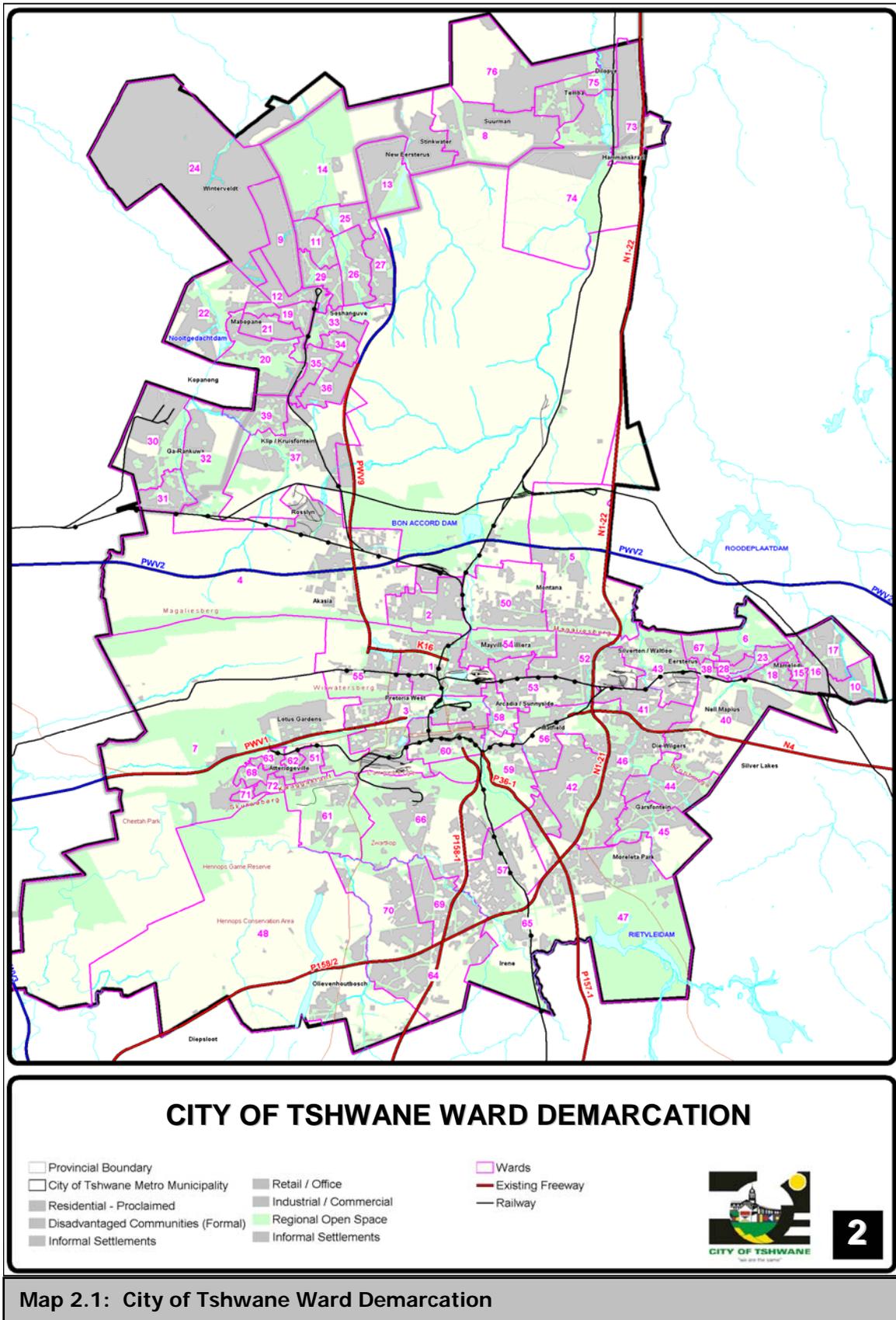
In this spirit, the City of Tshwane has formulated its vision, which states that Tshwane aspires to be *"the leading international African Capital City of excellence that empowers the community to prosper in a safe and healthy environment."* This vision unequivocally declares the City's commitment towards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

2.1.2 SPATIAL FORM

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 (see Map 2.1).



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 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) 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, but such access is still absent in the west to complete a proper ring-road.

Prevailing urban trends dictate that economic development will prevail in the south and east of the city, where decentralised, high-technology and information industries, and warehousing estates 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 northern and western areas of the City, and supplying more than half of the City's employment opportunities.

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 include Ga-Rankuwa, Temba, Hammanskraal, while the western areas include Atteridgeville, Lotus Gardens and Olievenhoutbosch. The latter serves the southern areas of the City (viz.

Centurion), while Mamelodi, the only settlement area to the east, serves the eastern suburbs. 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. Influx exceeds the Council's ability to provide formal settlement, and hence, this and other settlement areas of the City contain informal and unserved areas. Upgrading and improving the peripheral settlement areas remains 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 years to come.

The community as 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.

2.1.3 ECONOMY AND DEMOGRAPHIC FEATURES

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 a better life for all, and to be globally competitive. On the whole, the City's economy is doing well, having yielded a higher than national average annual growth rate in 2003, though, there are statistical shortfalls and a vast list of community-based needs.

Spatially and sectorally the economy is diverse, yet its dominant economic sectors are automotive manufacturing, government, services and retail. The primary economic sector is near non-existent, its secondary sector contributes 19% and the tertiary sectors a fantastic 81% to the economy. The latter's outputs include trading, transport, financial, commercial and community services. At a national level the tertiary sector contributes approximately 72% to the national economy, which shows the lead that Tshwane has in becoming a global role player.

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. Spatially these sectors are distributed throughout the City, though there is a strong concentration on the southern and eastern sides of the City. 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.

Presently the tourism sector is latent, and while it is not expected to ever become the principal sector, there is much scope for its improvement. Since Tshwane is the administrative capital of South Africa, it boasts a vast amount of national heritage 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.

From a socio-economic demographic perspective Tshwane has seen some improvements, despite the fact that it continues to face serious challenges. The City's population has grown slower than the national average, and in 2004 was estimated to be around 2,2 million people, of which 40,6% of the population fell within the 15-34 year age bracket. Compared to the national average, the City's residents are better skilled, reflect high levels of literacy, the City provides employment for a larger percentage of its residents, its human development ranking is high and it has a per capita income above the national average. These figures have resulted in employment, and wage per capita value added improvements, although, poverty and unemployment remain problematic.

In 2003 Tshwane's Economically Active Population (EAP) amounted to 48% of the total population which was higher than the national but lower than the provincial average. While this is positive, employment opportunities were lagging behind, which led to a high level of unemployment. Many people were absorbed into the informal market, but the latter is believed to have levelled off since 2001. Statistics have further shown that 15,3% of households had no income in 2001 (a doubling from 1996), the number of people living in poverty has increased and the group hardest hit in respect of unemployment are the youth (20-24 years). In addition unemployment is spatially referenced with the larger proportion of unemployed living in the north of Tshwane. Whilst average monthly income

figures have increased, the gap between the highest and lowest paid person is projected to have increased, implying that the rich are becoming richer and the poor poorer.

AIDS figures predict that by 2010, 15,3% of the population in Tshwane would be HIV positive, based on which, there would be approximately 64 000 maternal AIDS orphans under the age of 15 in Tshwane. No doubt this will place extreme pressure of social welfare and available resources to care for and educate these children.

Following from the above, it is clear that Tshwane faces real challenges in improving its socio-economic demographic profile. 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.

Through the IDP process the community has identified economic development as a dominant need. It recognises that economic growth is important, that poverty must be alleviated, and therefore, that job creation is a priority. Issues that were raised include, the need:

- For skills development and skills development centres;
- For business information centres
- To support development
- To engage in major projects such as the urban port, Gautrain, etc.
- To create jobs
- To focus on upliftment projects
- To alleviate poverty
- To establish training centres

As for tourism development, the communities recognised that the City had to do a lot more as far as marketing and advertising are concerned, it had to promote arts and crafts development, and encourage tourism-enabling developments.

In this sense the City has devised the following strategic objective and corresponding key performance areas:

- Accelerate higher and shared economic growth and development.
 - Leverage growing and strategic sectors in the City in a way that optimizes investment opportunities, and focus on establishing an integrated economy;
 - Invest in economic infrastructure and a transport system that promotes greater efficiency regarding logistics, and optimises productivity of human capital by reducing travelling time between home and work;
 - Regeneration and development of potentially viable economic nodes focusing on the inner city;
 - Increase participation and broaden the contribution in growing the City's economy through the development of SMMEs, co-operatives, the information sector and the role of black people, women and the youth;
 - Align skills and human resource development strategies to the current and future needs of our economy and take full advantage of the City's information, communication and technology (ICT) and tertiary institutions in building a more globally competitive and smart city region;
 - Establish strategic partnerships to ensure a focussed common vision and good economic governance value system; and
 - Implement job creation initiatives.

2.1.4 HOUSING

It is generally agreed that the rate of growth in Tshwane is greater than the rate of housing delivery. This phenomenon physically manifests in the establishment of informal areas with little or no services and other amenities, which are generally located on the periphery.

To eliminate the current housing backlog in the City over a 10 year period, accounting for prevailing backlog and residential growth, a total of 26 126 units will have to be delivered per annum. Current delivery falls short of this, and an increase to reach targets will certainly have financial implications for the City and the Provincial Housing Department.

However, housing delivery should not only focus on reaching targets, but should also consider the quality of housing delivery and settlement areas created. In the past a great deal of quality was sacrificed for the sake of quantity, although it is known that low quality provision often perpetuates poverty and social decline. Having realised this, 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, furthermore, remains closely linked to cost of land, land availability, natural constraints and availability of infrastructure, which in a very dominant way, builds on the current spatial pattern, thus perpetuating the current separated form.

Furthermore, the policy continues to over-emphasize ownership rather than rental occupation, which severely compromises the sustainability of the city and does not contribute to the restructuring of the inherited inefficient city form. Large tracts of land are sterilised by an inefficient housing typology that is not linked to economic opportunities. There is a dire need for alternative housing typologies in appropriate location, which, however, is not presently seriously pursued by Provincial Government or by the city itself in terms of financial commitments and institutional arrangements.

A balance must be sought, to meet housing demands and create sustainable low-income settlement areas that provide quality over the long term.

Needless to say, 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 City's strategic objectives and relevant key performance areas which focus most on housing priorities are to:

- Provide quality basic services and infrastructure:
 - Formalisation of informal settlements.
- Fight poverty, build clean, healthy, safe and sustainable communities.
 - Promote viable communities by establishing mixed human settlements closer to economic opportunities with social, cultural and economic development programmes that enable celebration of diversity and foster social inclusion;

2.1.5 SOCIAL AND COMMUNITY SERVICES

Qualitative housing provision is becoming increasingly prevalent, and so greater emphasis is being placed on the creation of sustainable communities for the long term. The present approach considers the supply of title deeds, engineering services and top structures as insufficient, if not fully integrated with the provision of social and community services.

Social service delivery centres on the provision of health, education and community development facilities and services. Due to overall budget constraints the concept of clustering of various services at infrastructure points has been developed. To this end, services provided by the three divisions have been suitably integrated to offer the varied services in a fashion that optimises the utilisation of infrastructure, equipment, space and

operational staff. The output is highly integrated multi-purpose type complexes, where capital and operational costs are optimally applied.

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. Besides the operational side, many health facilities need to be upgraded and improved, and other sites require new developments. HIV/AIDS is of great concern to the City as more than 200 000 citizens are infected, thus placing pressure on existing services and facilities. To this end the Council has developed a comprehensive AIDS Plan.

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.

As far as education is concerned the City is responsible for the provision of libraries, museums and art galleries, community halls and cultural facilities. In this regard it manages 39 libraries, 4 museum and art galleries, and 5 community halls and cultural facilities. The community has identified needs associated with education, skills training, provision and upgrading of crèches and schools, and the provision of libraries.

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 464 sport and recreation facilities in Tshwane. Most of the facilities are concentrated in the CBD and in Centurion, although quite a number of facilities have been established in Atteridgeville, Mamelodi and Eersterust. The northern areas and Olievenhoutbosch are lagging behind, though this situation is under review. 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 around the City.

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. No primary needs in respect of these services were forthcoming from the community.

Metropolitan policing is divided into three functions, viz. pro-active police operations, reactive 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. While the Department has implemented many of its objectives, the community identified a whole list of needs in respect of law enforcement. General comments include a concern for increasing crime levels, lack of law enforcement, lack of policing, lack of pro-active 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).

In response to the status of social and community facilities and the range of needs identified, the City has conceived the following relevant key performance areas:

- Decrease the vulnerability of targeted groups at risk through mainstreamed programmes for children, the youth, women, the disabled and the elderly;
- Promote a culture of competitive and professional sports activities and prepare the city to host the Africa and World Soccer Cups in 2009 and 2010 respectively;
- Ensure the safety of our communities, businesses and roads through fostering a culture of respect for the rights of all;
- Decrease crime levels working with the National Criminal Justice System, the South African Police Services, Business and communities, ensuring visible policing and strengthening the municipal court system;
- Promote a clean, healthy and sustainable environment and reduce the burden of preventable diseases on our people and our economy including Chronic illnesses, TB, HIV and AIDS; and
- Ensure that the City has a disaster prevention and management plan as well as optimal capacity to respond to emergencies.

2.1.6 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, increased infrastructure requirements, these natural resources are significantly impact 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% 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.

A high quality environment is an essential ingredient to a city that is internationally competitive; this includes a healthy environment, a good quality public realm and well development open spaces. Research indicates that improving the quality of life of a community is becoming a primary reason for attracting and retaining businesses.

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.

However, the community has listed a range of needs which include a 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.

Dealing with community needs and its mandated duties the City has formulated a range of key initiatives which extensively deal with all environmental issues, from waste management and recycling to environmental auditing, green procurement and maintenance of environmental standards.

2.1.7 TRANSPORT

In general the City has a good supply of transportation infrastructure, being well served by roads, rail and airports, however, operationally there are shortfalls which need to be addressed.

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

The rail network is extensive and well located, linking many of the peripheral low-income areas to the central CBD. However, the system is totally under-utilised owing to operational inefficiencies, unreliability, poor quality and lack of safety. Fare evasion is high with 30% of patrons not paying for their transport.

Bus services are operated from 14 depots, 23 major terminals, 25 major bus stops and a large number of normal bus stops. There are 10 bus operating entities transporting 121 000 passengers on a daily basis.

Though minibus-taxis are the most widely used public transport mode, because of their flexibility in delivering a service, there remains major dissatisfaction with the service.

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 than ever focus will have to be given to improving public transport on the whole. In unison, the urban settlement pattern will have to be amended to support public transport. The Gautrain is the start of such a process, and the City should build on it by revamping its well located ring-rail system 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 ever diminishing 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 two defence airports, Waterkloof and Zwartkops, are strategically located in respect of urban expansion and infill. However, both facilities are severely affected by underlying dolomites, which would render development of these areas complex. 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 obtain international status. Such would redirect much impetus from Oliver Tambo Airport to Wonderboom which would benefit the City and the northern settlement expanse.

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

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

To deal with all transport concerns including listed needs, the City has formulated four goals to direct planning and investment decisions. These are:

- To improve accessibility and mobility provided by the transport system;
- To develop a transport system that drives economic growth;
- To improve the safety and security of the transport system; and
- To develop a transport system that reflects the image of the City.

2.1.8 BULK INFRASTRUCTURE AND SERVICES

As far as bulk infrastructure and services are concerned it is generally accepted that Tshwane is well served, but, is struggling to cope with growing demand for new infrastructure, whilst also, having to upgrade ageing infrastructure.

In terms of road infrastructure, the City is regionally well located being on a major north-south corridor (N1) and an increasingly relevant east-west (Platinum) corridor. It further has a well developed internal road network, though the strong urban decentralisation to satellite nodes has created a demand for concentric roads connecting the outer urban economy. Whilst parts of the concentric system exist, continuity is hindered by the absence of the western by-pass (comprising the MCDC). Local level circulation is also not optimal as the City struggles to meet growing demand for road space and inter-nodal movement.

Key development objectives in respect of road infrastructure are the N1 development corridor, the Mabopane-Centurion Development Corridor, the R21 Development Corridor and the Maputo-Walvis Bay Development Corridor (Platinum Corridor).

Stormwater and flood management is a critical component of urban development as it can contribute significantly to human suffering and loss of life. A little more than half of all roads in the City have stormwater drainage systems, which spatially, are located in the formalised urban areas. The peripheral areas are lagging behind accounting for a backlog estimated at R 1,2 billion, of which R1 billion is required in the northern areas alone. In addition, a large percentage of the current stormwater drainage system is under capacity due to densification trends and outdated design criteria.

Addressing the enormous backlog in stormwater drainage, in especially the northern areas, is extremely urgent. Hence the City has formulated the following primary objectives to manage stormwater:

- Ensure effective service delivery;
- Minimise flooding, prevent damage to property, infrastructure and the loss of life;
- Definition and delineation of all catchments within Tshwane and the determination of flood discharges;
- Compilation of GIS maps which indicate all watercourse centre lines and all existing flood lines;
- Development of a hydrological model within the GIS where data can be integrated; and
- Ensure a uniform approach in the determination of flood lines and the compilation of stormwater master plans.

Water provision ranks as one of the most primary services to be provided by a municipality, as it is a basic need for living and a critical component in achieving a measure of healthy living. It is estimated that there are presently almost 29 000 households in Tshwane without access to a basic level of water service, and almost 96 000 households without a basic access to sanitation. It evidences, that the City struggles to provide adequate water infrastructure to its residents which are growing at a rapid rate.

Bulk water is obtained externally from Rand Water and Magalies Water accounting for 82% of the supply, the remaining 18% is locally supplied.

Problem areas in respect of water supply include the following:

- Nearly 26% of the total bulk water purchased is unaccounted for;
- An estimated 29 000 households are without access to basic water; and
- The target to eradicate water backlogs by 2008 is enormous.

Bulk sanitation services are generally in a good condition. There are 10 wastewater treatment works in the City which have a combined capacity of 557Mℓ/d. Though bulk service is good, there is a backlog in local level supply given that approximately 96 000 households are without basic sanitation.

Targets have been set to eradicate this situation by 2010 ensuring that 100% of households have access to basic sanitation facilities.

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, so much so, that the City can barely cope with meeting status quo demand. In addition incorrect load forecasts for Centurion have led to an insufficient supply in the area resulting in power supply interruptions.

While statistics do not necessarily show the shortfall, the IDP needs analysis reveals that residents are widely dissatisfied with existing service delivery. Concerns / needs include electricity outage, insufficient supply, illegal connections, lack of street lighting and cable theft leaving residents in the dark. Of all needs identified in the IDP process, electricity needs rank the highest (viz. prevalent within most wards).

The City is currently impacted by various pollution sources and large quantities of liquid and solid hazardous and non-hazardous waste. This pollution impacts on water, air and land. The appropriate management and prevention of this pollution is vital to ensure clean and healthy living. The needs analysis has shown that waste management, viz. illegal dumping, proper service provision and the re-cycling of waste are prevalent community concerns.

In dealing with all sub-sectors of bulk infrastructure and service provision the City's strategic objective is to "provide quality basic services and infrastructure" in terms of which it has listed the following key performance areas:

- Eradicate / reduce infrastructure backlogs;
- Provide quality infrastructure for growth;
- Ensure maintenance of existing infrastructure;
- Ensure optimal resource utilisation;
- Formalise informal settlements
- Explore alternate sources of energy (non-conventional); and
- Optimise labour intensity and community involvement.

2.1.9 INSTITUTIONAL

The City of Tshwane is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as determined in terms of the Local Government: Municipal Demarcation Act, 1998. The Council consists of political structures, an administrative component and the community. Decisions are taken through an Executive Mayoral Committee System, which duties and responsibilities are defined to ensure proper decision making and allocation of funds. The Council must adhere to the Protocol of Corporate Governance in the Public Sector, 1997 and a whole host of relevant directive legislation, which ensures that the Council remains legitimate.

There are various decision making structures within Council which include the following:

- Municipal Council;
- Executive Mayor and Mayoral Committee;
- Portfolio Committees, including:
 - Section 80 Committees
 - Section 79 Committees
- Officials with delegated powers.

Decisions within these structures are governed by various municipal by-laws, policies, legislation and the IDP.

Directed by the Municipal Systems Act, 2000 the City actively seeks community participation in matters affecting grass roots. Participation is established through a ward system, of which there are 75 wards within the municipal area. The central role of ward committees is to facilitate local community participation in decisions which affect the local community; to articulate local community interests; and to represent these interests within the municipal governing structures.

To ensure that the Council achieves good governance it has determined the following strategic objective and associated key performance areas in the Five Year Plan:

- **To ensure good governance, financial viability and optimal institutional transformation with capacity to execute its mandate:**
 - Good governance;
 - Sustainability management;
 - Prudent financial management;
 - Local government responsiveness to residents
 - Performance monitoring and evaluation;
 - Ensure co-operative governance;
 - Perform risk management;
 - Sound human resource management;
 - E-governances;
 - Establish a public accounts committee;
 - Customer relations management;
 - Review and align the organisational structure to the strategic objectives;
 - Promote a new organisational culture;
 - Review current performance management system and re-align to new priorities;
 - Skills audit: recruitment, retention and succession planning;
 - Ensure employment equity;
 - Human resource development plan;
 - Enhance Capital City status;
 - Review current procurement policy to promote BBBEE.

Over and above the goals set above, the Council has defined specific performance areas for public participation. These are:

- **Forster participatory democracy and Batho Pele principles through a caring accessible and accountable service:**
 - Optimise effective community participation in the ward committee system by strengthening the capacity and effectiveness of the ward committees to support the ward councillors' capacity to engage in sectoral activities;
 - Strengthen ward committees capacity to engage in sectoral activities linked to the national, provincial and city-wide programmes, through amongst

- others, the support of the involvement of Community Development Workers programme;
- Ensure access by communities and stakeholders to the system of petitions, and ensure its responsiveness and efficiency;
 - Decentralise service delivery closer to communities that provide one-stop comprehensive municipal services and integrated government information and communication centres;
 - Entrench a customer focused approach to citizenry and business, by setting standards that we achieve, guided by the Batho Pele principles; and
 - Establish effective stakeholder forums that are inclusive and foster a non-racial, non-sexist, democratic, caring and prosperous society, focused on achieving the city's socio-economic goals.

It is clear from the extensive list of strategic objectives and respective key performance areas, that the City takes its governing role very seriously, and in doing so, is driven to achieve thorough participation. In an effort to render services more efficiently and achieve the objectives set out above, the City of Tshwane also embarked on an Alternative Service Delivery project. This initiative is elaborated on in section 3.2.6.7 as part of initiatives and strategies that are supplementary to the Five Year Plan.

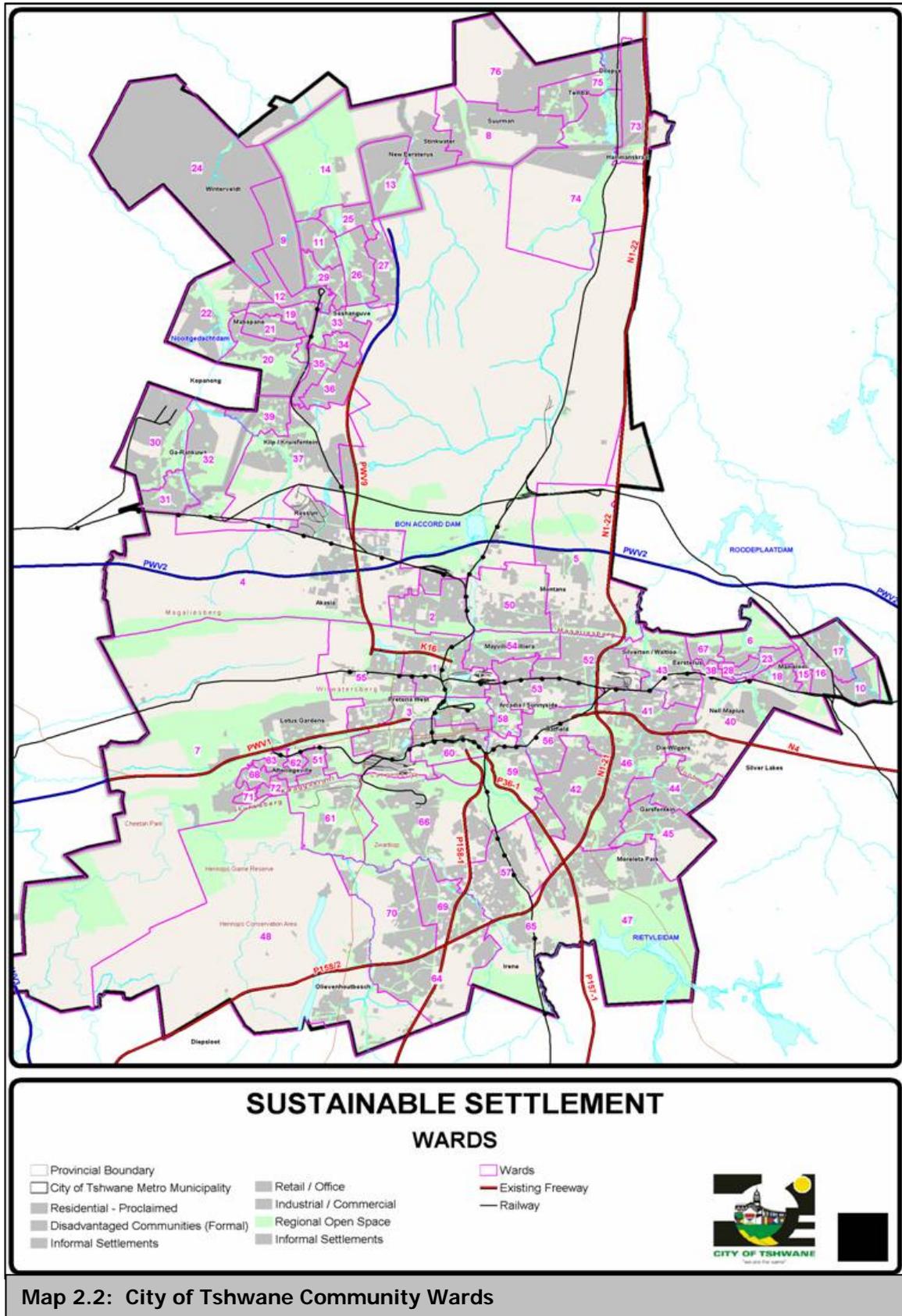
2.1.10 CONCLUSION

Tshwane is a rapidly growing urban conurbation, which is torn between economic growth and development, and restructuring. The City needs to grow and develop, it needs to be a part of the global city region, it must define its niche markets and have a competitive edge, while at the same time deal with ageing infrastructure and areas without infrastructure, provide new opportunities, invest in lagging regions, upgrade social infrastructure and meet ever increasing urban demands. The City's planning works towards a success story, which is attainable through is strong governing structure and full acceptance of the role of public participation. The needs of the community are extensive and in no way fully attainable, yet very directive in allocating funds and achieving desirable development on the ground.

2.2 REGISTERED WARD BASED COMMUNITY NEEDS

This section reflects on the community needs currently registered in the City of Tshwane, and should be read against the backdrop of the information summarised in section 2.1 above. It should also be noted that this information served as the basis for the compilation of the Tshwane Five Year Plan which is discussed in Chapter 3, and that great care was taken that the Five Year Plan be properly aligned with these needs.

The City of Tshwane is made up of 76 community wards, which fall in 9 zones (see Map 2.2). The community needs are next summarised according to the 9 zones, but it should be kept in mind that at the next level in the database the information is available per individual ward.



Map 2.2: City of Tshwane Community Wards

2.2.1 GENERAL PATTERNS OF NEEDS ACCORDING TO GEOGRAPHIC SPREAD

In this first-level analysis, the needs are analysed according to the most prevalent needs per zone as reflected in Table 1 below. The results show that for most zones (zones A-G) most of the community needs fall under two main areas; Infrastructure, and social. The third most prevalent need area is economic, followed by Community safety.

a Typical needs for Wards in the Northern areas

Infrastructure related needs:

- *Improvement of Roads* – this typically includes the need of tarring of major routes in some residential areas, as well as tarring of some streets. Upgrading and maintenance of roads in general is also needed, and regular re-gravelling of gravel roads to keep them up in good standards.
- *Storm-water systems* – this includes the general need for building of new storm-water systems where there are none, and the upgrading and maintenance of existing ones. Some communities cite flooding as a problem due to lack of a storm-water system in the areas. Storm-water problems have especially been identified as a problem along major taxi and bus routes, as well as other main roads where there are none – hence the need for them to be addressed together with the general upgrading of roads.
- *Electricity* – this entails the electrification of needy homes, provision of high-mast street and security lighting, and upgrading of electricity supply to make it more reliable.
- *Housing* – this entails the need for housing provision, as well as issues of resolving problems around long housing waiting lists, and also the need for state-assisted housing for white and poorer communities, especially in areas such as Wolmer in ward 2. The need for land for housing provision also comes-up a number of times.
- Traffic-calming measures and improvement of public transport facilities are also needed – these include the construction of traffic circles in residential areas, speed-humps, traffic lights and provision of bus-shelters and taxi and bus-bays.
- *Formalisation of settlements*– This entails the formalisation of areas that previously fell under a traditional leadership as well as the formalisation of informal settlements. The formalisation of informal settlements is associated with the need to facilitate housing provision and provision of some basic services such as electricity.

Social needs:

- *Schools* are needed in general (both primary and high-schools), including the need for English schools in some of the new northern suburbs, and as well as schools for children with special needs in townships.
- *Multi-purpose community centres* that also cater recreational facilities such as sport fields and swimming pools. Multi-purposes centres are also to include facilities such as pensioner pay-points as well as municipal pay-points.
- *Health facilities* – these include health clinics, hospices for the terminally ill for and HIV/AIDS Care, and old-age homes.
- *Places of worship*- Churches are identified as a need in a number of wards.

Economic needs:

- *Skills Development Centres* – for capacitating people with skills for income generating activities.
- Identification and provision of *land for farming purposes*, as well as exploration of farming as the alternative income generating activity. Fresh-produce markets are also identified in a number of wards as needs.
- *Enhancement of Tourism potential* – including capacitating people to participate in tourism activities to earn a living.

b Typical needs for Wards in the South-Eastern areas

Infrastructure related:

- *Roads* – maintenance and upgrading of roads – including introduction of traffic calming measures. A number of major routes are also identified for widening, including roads such as Lynwood Road. Road signage is to be improved, as well as replacing of missing man-hole covers.
- *Improvement of Public Transport* - Maintenance and construction of side-walks, provision of taxi and bus-stop areas/bays along major routes, provision for pedestrian crossings at major inter-sections.
- *Traffic calming* - traffic calming measure such as traffic circles and speed-humps are to be improved or provided.

Community Safety:

- *Effective by-law enforcement* – this includes control and monitoring of illegal trading and illegal land-uses (e.g. opening of illegal communes in the Inner City). Control and proper provision for informal trading is also needed.
- *Control of Illegal Squatters* – and this entails illegal squatting in and around vacant land or vacant properties, shopping centres and under bridges of major routes.
- *Visible Policing* and effective management of traffic during peak-hours.

The table below clusters needs into possible priority areas.

Table 2.1: Types of Needs				
Type of needs	Possible City priorities in terms of needs			
	Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
	ZONE A (Wards 8,13, 14, 24, 73, 74, 75, 76)			
	Tarring /gravelling of roads Stormwater provision/ drainage Upgrading of electricity (reliability) Electrification of existing residential developments Housing Street lighting High mast lighting Identification of land for housing Formalization of tribal land Formalization of informal settlements	Job creation & skills development Enhancement of tourism potential Development of farming potential (grazing/ crop farming) Poverty alleviation initiatives Skills development centre Development of business centres	<ul style="list-style-type: none"> • Visible policing School facilities Special schools for disabled Multi Purpose Community Centre (pay points) Recreational facilities (sport & parks) Library required Hospice centre for terminally ill Clinics Sites for churches Address illegal land use 	
	Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
	ZONE B (Wards 9,12, 19, 20, 21, 22, 30, 31, 32)			
	Land for residential development Stormwater drainage Construction of main routes to be completed Tarring/ upgrading of roads Electrification of residential development required to enable ownership which will allow water & electrical connections Disparities between Eskom & COT power provision Regular gravelling of roads High mast/ street lighting Stormwater drainage/ bridges Need for housing Traffic calming (speed humps & mini-circles along specific routes) Upgrading of electricity network to decrease power failures More public transport to remote parts of zone Pedestrian sidewalks on main routes Identification of land for farming Maintenance & upgrading of hostels Street name signs	Fresh produce market required Job creation/ food gardening Vacant land to utilized for farming Utilization of local small contractors to be promoted Tourism potential to be optimised Poverty alleviation projects Skills development centres	Visible policing Traffic law enforcement Crime prevention strategy Recreational facilities (swimming pools, parks & maintenance of existing facilities)) Care centres for HIV orphans Multi purpose community centre Library required Old aged home required Clinics & medication More schools & cleaning, maintenance of school premises HIV/ Aids care centres After school & day care centres Hospice for TB & Aids patients Attention required for destitute Crisis/ trauma centre Pest control (mosquitoes & rodents) Maintenance of dumping sites Pay/ pension points for pensioners	Information centres

Formalization of settlements Accessible electricity vending machines			
Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE C (Wards 11, 25, 26, 27, 29, 33, 34, 35, 36)			
<p>Upgrading of electricity network</p> <p>Street name signs</p> <p>Traffic calming measures</p> <p>Street lighting</p> <p>Maintenance of high mast lighting</p> <p>Traffic calming</p> <p>Address problems in buffer zones</p> <p>Stormwater drainage control to prevent flooding</p> <p>Tarring & gravelling of roads</p> <p>Housing development required</p> <p>Pedestrian crossing bridges</p> <p>Tarring of bus routes</p> <p>Lack of efficient public transport</p> <p>Lack of bus shelters and bus stop sites</p> <p>Lack of sidewalks</p> <p>Maintenance of roads (potholes)</p> <p>Sewerage network</p> <p>Formalization of informal settlements</p>	<p>Job creation to address high unemployment rate</p> <p>Skills development centre</p> <p>Develop farming potential/ identification of agricultural sites/ food gardening projects</p> <p>Develop tourism potential</p> <p>Identification of sites for small businesses</p> <p>Utilization of local contractor</p> <p>Skills development centre</p>	<p>Upgrading of police station</p> <p>Crime prevention strategy for zone</p> <p>Multi-purpose community centre</p> <p>Recreational facilities (swimming pools & parks)</p> <p>Care centres for HIV/ Aids patients</p> <p>Day & after school care centres</p> <p>Old age home required</p> <p>Churches required</p> <p>Shortage of schools</p> <p>Lack of resources at schools</p> <p>Cleaning & fencing of existing recreational facilities</p> <p>Pest control</p> <p>Mosquitoes in water streams</p> <p>Safe (garden) refuse dumping sites required</p> <p>Municipal pay points and accessible pension pay points for pensioners</p> <p>Address illegal land-uses</p> <p>Survey squatter problem</p>	
Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE D (Wards 2, 4, 5, 37, 39, 49, 50, 55)			
<ul style="list-style-type: none"> • Upgrading & maintenance (filling of potholes) of roads • Traffic calming • Need for public toilets • Housing development required • Stormwater drainage control • Tarring of roads • Maintenance of provincial roads and road signs • Pedestrian bridge required • Improvement of public transport facilities (bus & taxi) • Street lighting required • Alternative to Rd to tolled N1 required • Traffic lights required • Road signage need to improve (directions & street names) • Re-gravelling of roads required • High mast lighting required at taxi ranks • Shelters to be provided at bus terminals • Maintenance of electricity network • Ablution facilities at public transport facilities • Public transport for school children • Electricity vending machines required • Survey squatter problems 	<ul style="list-style-type: none"> • Unemployment • Small scale farming projects • Community involved tourism • Tourism potential (bed & Breakfast) need to developed further • Utilization of local contractors & business through tenders • Identification of land for agriculture • Development of EDZ/IDZ • Status of Wonderboom airport to be finalized • Proceed with Urban Port • Identify sites for informal businesses • Control over informal trades to be improved 	<ul style="list-style-type: none"> • Traffic law enforcement required (e.g. fixed traffic cameras) for speed control • Regular police patrols required • Policing of green belt required • Satellite metropolitan police station required • Multi purpose community centre • X-ray machines required at clinics • English primary and secondary schools required • Recreational facilities to be upgraded & maintained • Skills development centres required • Counselling/ trauma centre required • Lack of resources at school • HIV/ Aids counselling centres required • required • Old age home required • Aids orphan care centres required • Community based care to be promoted • Clinic required • Monitoring of squatter communities • Action against illegal businesses/ land-uses • Improve safety at parks • Road marking to be improved • Emergency service (accident) support to improve • Illegal buildings in back-yards • More municipal & pension pay points 	<ul style="list-style-type: none"> • Non-payment for municipal services to be addressed

Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE E (Wards 1, 38, 40, 41, 43, 52, 53, 54)			
<ul style="list-style-type: none"> • Planning & construction of new bypass • Parking bay to be constructed at mini munitoria • Conversion of hostels into family units • Damaged street lights to be repaired • Maintenance of high mast lighting • Safety of specific intersections need to be improved • Widening of main routes to accommodate increased traffic volumes(e.g. Lynnwood Rd) • Better pedestrian access to train stations required • Aged overhead electricity lines to be replaced with underground cables • Low cost housing required • Stormwater drainage systems to be improved • Traffic calming measures Cemented canals require regular cleaning • Public transport facilities (e.g. bus stops causes obstruction of traffic) • Garden refuse dumping site required • Alternatives to Toll road should be investigated • Repair of sidewalks • More high density housing required (flats) • Maintenance (cracks, potholes, sinkholes) of roads required 	<ul style="list-style-type: none"> • Job creation required • Infrastructure not keeping up with rate of economic development • Control over informal trade to be improved 	<ul style="list-style-type: none"> • Illegal taxi ranks should be investigated • Traffic law enforcement on specific routes • Improved policing to address robbery of motorists at intersections • Squatters on private owned land to be investigated • Traffic signalling required at specific intersections • Skills development centre • Multi purpose community centre • Electricity vending machines required in specific areas) • Dual medium schools required • Recreational facilities required (sports grounds) • Sport facilities at schools inadequate • By-laws to be updated to keep up with international trends • Land-use control to be improved (especially in residential areas) 	<ul style="list-style-type: none"> • Open are audit required • Streetscaping of specific routes required (Voortrekkers Paul Kruger Streets)
Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE F (Wards 6, 10, 15, 16, 18, 23, 28, 67)			
<ul style="list-style-type: none"> • Stormwater drainage systems to be provided to prevent flooding of houses • Old landfill site to be rehabilitated • Tarring of roads • Road signage inadequate • Traffic calming (speed humps & mini-circles) • Construction of sidewalks • Construction of pedestrian bridges • Acquisition of land for squatters • Provision of traffic signalling (robots at specific intersections) • Shelters to be provided at bus stops • High mast lighting to be provided • Need for housing development • Gravel roads to be maintained • Formalization of informal settlements • Street lights to be provided & maintained • Public transport facilities to be upgraded • Sidewalks required on main routes and near shopping centres 	<ul style="list-style-type: none"> • Job creation • Identification of land for agriculture 	<ul style="list-style-type: none"> • Mobile police stations required • Regular police patrols required • Drug trading to be addressed • Traffic signalling required at busy intersections • Day Care Centre required • Recreational facilities • Hospice for HIV/Aids and related diseases • Additional schools required • Multi purpose community centre • Library required • Skills development centre • Clinic required at MPCC 	
Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE G (Wards 3, 7, 51, 61, 62, 63, 68, 71, 72)			
<ul style="list-style-type: none"> • Public transport facilities need 	<ul style="list-style-type: none"> • Poverty alleviation projects 	<ul style="list-style-type: none"> • Promulgate by-laws on pollution 	

<ul style="list-style-type: none"> • attention (e.g. Phillip Nel Park) • Taxi facilities at schools to be improved • Traffic calming required • Tarring of roads required • Require housing development at Freedom Park • Maintenance of roads to improve • Maintenance of Pta Electricity Supply Scheme • Regular grading of roads in semi-urban areas required • Housing for farm workers in rural areas • Install stormwater drainage systems for roads • Formalize informal settlements • Numbering of shacks in informal settlement in case of emergency • Electrification of specific residential areas • Street lighting of main routes and at business centres • Stormwater drainage systems to be maintained • Pedestrian bridges required • Maintenance of electricity network to prevent failures • Maintenance of high mast lighting in high risk areas (train stations & taxi ranks) • Proper bus-bays & shelters to be erected 	<ul style="list-style-type: none"> • Employment opportunities required to lower crime & enable payment of services • Utilization of local labour in local construction & development projects • Promote tourism (ward 7) • Investigate eco-tourism ((hiking, cycling) potential of zone • Investigate small scale farming projects • Skills development centre • Business zoning of specific areas to be reviewed (Phillip Nel Park) 	<ul style="list-style-type: none"> • & wastewater • Support required for Community Police Forum • Vacant municipal land to be developed in shopping centres • Day care centres required • HIV/Aids orphanage care centres required • Utilization of vacant municipal land as recreational facilities • Pensioners pay point (to make pension pay-outs & municipal payments safer & more convenient) to be provided • Multi purpose community centre required • Amenities at libraries to be addressed • Customer care centre required • Revamping of sport facilities at schools • More recreational facilities required • Apply effective land-use control of rural areas • Investigate squatter camps on dolomite land • Pest control need for especially rodents • Ablution facilities required at recreational facilities & community centres • Maintenance of vacant sites • Clinic required • Electricity vending machines required 	
Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE H (Wards 47, 48, 57, 64, 65, 66, 69, 70)			
<ul style="list-style-type: none"> • Formal housing required for squatters • Maintenance of roads & tarring & traffic calming required in agricultural holdings • Provision of basis services to transit areas • Pre-paid electricity metering systems required in informal settlements • Stormwater drainage required on roads in agricultural holdings • Traffic calming measures required • Road signage required for agricultural areas • Maintenance of roads (potholes and repairs to municipal excavations) • Maintenance of sidewalks required • Prevention of sinkholes to be investigated • Missing manholes covers to be replaced • Increase capacity of main routes in zone • More bus & taxi stops • Localized municipal maintenance depots required • Roads with high traffic volumes to be maintained • Maintenance of road signage • Inadequate stormwater drainage systems • Shelter & signage required at main 	<ul style="list-style-type: none"> • Employment opportunities required • Skills development centre • Tourism potential to be optimised • Guest house and Bed & Breakfast businesses to be expanded in area 	<ul style="list-style-type: none"> • Illegal immigrants to be removed • Crime due to squatters • Safety at specific intersections to be improved • Drug trading to be combated • More visible policing of entire area required • Owners of vacant land to maintain to prevent fires • Satellite police station required to provide better reaction time • Metro Police to give attention to "hot spots" • Need to develop over-arching crime prevention strategy for area. • Metro Police to liaise with private security firms to prevent crime • Security at cemetery to be addressed • required • Casual Labour Employment Agencies required • Multi purpose community centre required • Ablution facilities at taxi ranks & informal trade areas required 	<ul style="list-style-type: none"> • Development guidelines for the Groenkloof Nature Reserve • Squatters on privately owned land • Better control over & identification of areas for informal trade • Investigate sub-division of agricultural holdings • Rezoning of parks for residential development • More effective land-use control to combat illegal land-uses • Proper enforcement of by-laws • Formalization of transit areas to enable ownership • Address traffic congestion on main routes/ doubling of lanes of main routes • Erratic power supply to newly developed areas to be investigated • Various transportation planning issues to be addressed • Need for community

<ul style="list-style-type: none"> • taxi ranks • Bicycle lanes along certain routes to schools • Upgrading of intersections/parking area/crossings/installation of traffic lights) 			input in development of Waterkloof Air Force Base
Infrastructure and basic services	Economic development	Healthy, safe and sustainable communities	Governance
ZONE I (Wards 42, 44, 45, 46, 56, 58, 59, 60)			
<ul style="list-style-type: none"> • Traffic calming to be implemented in various roads • Pedestrian crossings required on routes at shopping centres • Cleaning of stormwater canals • Road markings (lines) to be painted more often • Lack of street lighting • Maintenance of street lighting required • Street lighting in inner city to be improved • Maintenance of high mast lighting • Various transportation planning issues (traffic lights at certain intersections/ pedestrian crossings/ arrows for traffic from specific directions/drop-off points at schools/creation of slip lanes/creation of sidewalks/prevention of 'rat-running') • Open stormwater canals to be closed • Widening of certain main routes • Road surfaces to be upgraded • Taxi drop-off points to be formalized at certain intersections • Upgrading of stormwater infrastructure • Manhole covers to be replaced • Street signage to improve 	<ul style="list-style-type: none"> • Job creation required • Small businesses to be promoted • Establishment of informal trade markets in CBD • Require venues for arts market 	<ul style="list-style-type: none"> • Loitering & squatting at shopping centres to be addressed • Effective law enforcement against squatters at bridges & next to highways • Policing of inner city to be improved, especially at specific 'hot spots' • More visible policing required • Drug dealing to be addressed • "Red light" robbery hot spots to be patrolled by Metro Police more frequently • More effective traffic enforcement to prevent speeding in the vicinity of schools • Security/ crime in nature reserves to be addressed • Skills development centre required • Multi purpose community centre • Trauma counselling centre • Ablution facilities at sport and recreational facilities 	<ul style="list-style-type: none"> • Upgrading of nature reserves to address criminal element • Illegal uses (e.g. businesses)of residential properties to be addressed • More effective land-use control required • Effective control over informal trading • Address illegal communes (e.g. Brooklyn & Hatfield) • By-law enforcement to improve in inner city • Address traffic congestion in business nodes (e.g. Hatfield) • Policing of inner city to be improved, especially at specific 'hot spots' • By-law enforcement to improve in inner city • Require venues for arts market