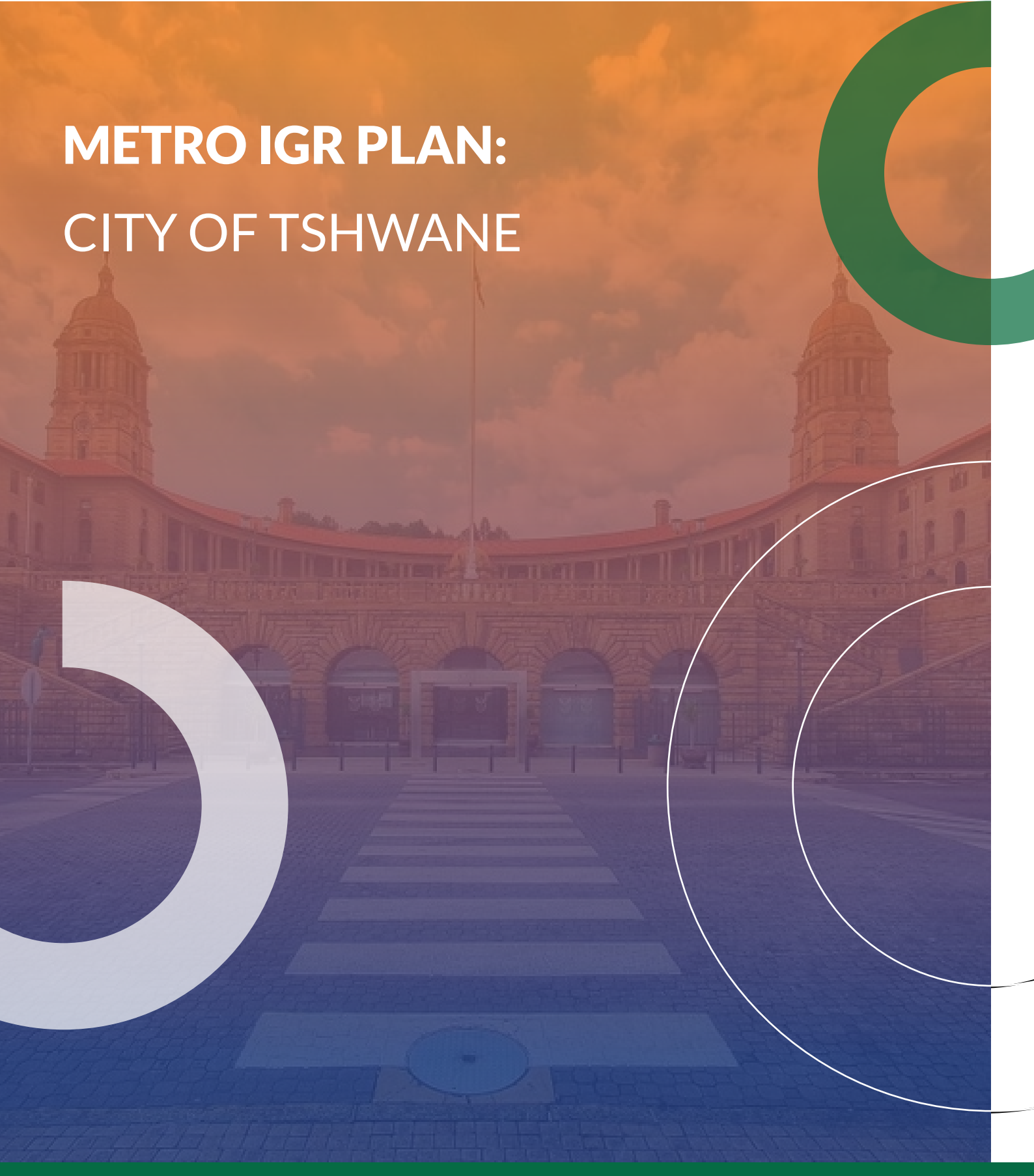




# METRO IGR PLAN: CITY OF TSHWANE



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# 1. OBJECTIVES

**The objectives in preparing the City of Tshwane (CoT) One Plan are:**

1. To make proposals towards improved service delivery and development impact in the City of Tshwane metropolitan space through integrated planning, budgeting and delivery by all three spheres of government
2. To localise and synergise the National Development Plan, the Medium-term Strategic Framework, National Spatial Development Framework, Integrated Urban Development Framework and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the City of Tshwane space
3. To express a coherent and predictable government approach in relation to these key priorities through a long-term strategic framework for growth and development of the City of Tshwane metropolitan space that is co-produced by all three spheres of government, stakeholders and communities
4. To enable a programmatic, intergovernmental approach, in relation to the City of Tshwane, through coordinated implementation that will serve as an impact performance framework, tracking the commitments and spending of national, provincial and CoT departments according to the shared vision and desired future development of CoT and its people

# 2. DIAGNOSTIC PROCESS

The CoT IGR Plan is being formulated through a joint planning approach between all three spheres of government. It currently utilises the diagnostic report which builds on the CoT profile and provides a critical analysis of the current situation and identification of key priorities.

The diagnostic process is the first stage in addressing intergovernmental planning and implementation. It lays the basis for the stages of strategies and actions, and implementation commitments by all three spheres of government and key stakeholders. The diagnostic process is depicted in the diagram below and focuses on six areas:

1. People Development
2. Economic Positioning
3. Spatial Restructuring & Environment
4. Infrastructure Engineering
5. Service Provisioning
6. Governance

## DIAGNOSTIC ANALYSIS IN EACH OF THE SIX FOCAL AREAS

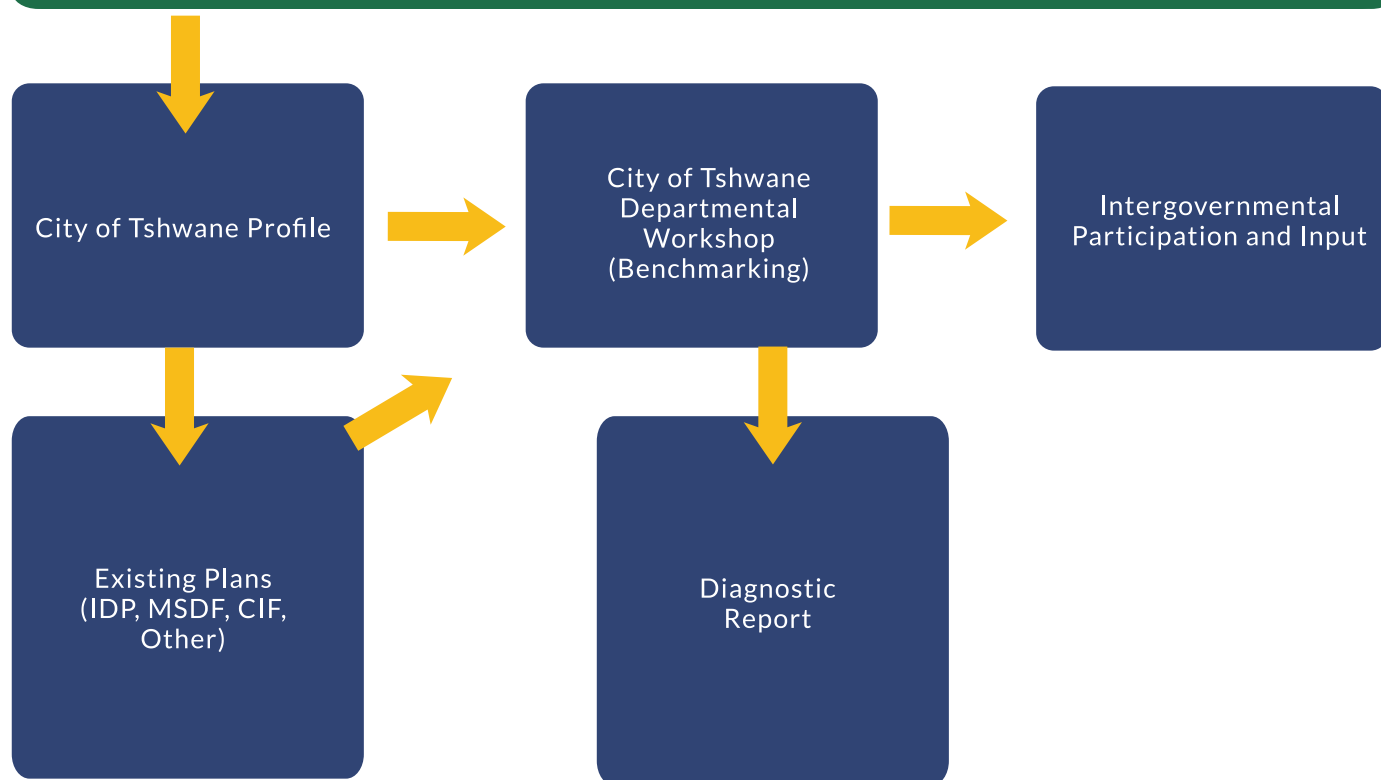


FIGURE 1: DIAGNOSTIC PROCESS

Critical IGR engagements, profiling and the consideration of existing plans and studies, allowed the CoT to arrive at the Diagnostic.

The CoT conducted its Annual Municipal Budget and Benchmark Engagement 2021/22 MTREF on 26 May 2021. The process was based on prior work done by each of the sector departments which went on to hold further deep dives exploring key challenges and priorities. These inputs were basic to the benchmarking process.

### 3. THE CITY OF TSHWANE METROPOLITAN SPACE

The IGR plan is aimed at developing a common understanding and shared vision amongst all three spheres of government and stakeholders for development of the City. The dynamic development of the Tshwane region is based on its different conditions, needs, opportunities and potential and is a critical driver for inclusive economic growth and transformation of the national economy.

The City of Tshwane, located within the Gauteng Province, is a key space within the national economy with potential for growth of vital economic sectors. However, the structural economic constraints and barriers, coupled with the triple challenge of poverty, inequality and unemployment facing the country, manifest in the CoT in particular ways and have to be addressed within the framework of the analytics and objectives of the National

Development Plan (NDP). The NDP vision is to eliminate poverty and reduce inequality by 2030. The diagnostic undertaken by the National Planning Commission (NPC) in preparing the NDP in 2011 remains relevant:

1. Too few people work
2. The quality of school education for Black people is poor
3. Infrastructure is unequally located, inadequate and under-maintained
4. Spatial divides hinder inclusive development
5. The economy is unsustainable and resource intensive
6. The public health system cannot meet demand or sustain quality
7. Public services are unevenly distributed and often of poor quality
8. Corruption levels are high
9. South Africa remains a divided society

**Within the national context, the CoT occupies a strategic role as highlighted in the draft National Spatial Development Framework (NSDF):**

The City of Tshwane is included in the Gauteng National Urban Region requiring specific attention and interventions in respect of inclusive economic growth and sustainable infrastructure investment and development. The proposals of the NSDF are indicated below:

- Plan for and undertake infrastructure maintenance at scale, to (1) ensure economic vitality, and (2) avoid human health and safety risks because of ageing infrastructure, lack of maintenance and damage by climate change-related hazards on water, sanitation, storm water, transport and electricity networks
- Develop specific funding, land access, land tenure and service provision mechanisms to (1) enable higher residential densities, (2) provide a range of housing options, (3) alleviate pressure on basic and social service provision, (4) optimise urban land reform dividends, (5) manage urban growth, and (6) provide effective mass public transport
- Support small-scale farmers in the regions to improve food security and employment
- Support innovation and skills development in growing economic sectors, with a focus on youth development and employment at scale
- Support and maintain key export routes; and
- Prepare for climate change by amongst other measures, initiating an in-depth study into the long-term impacts of climate change on the core urban areas of the country, and developing mitigation and adaptation strategies, e.g., desalination, urban food production, and low/no-carbon energy generation, based on the findings of the study

The City of Tshwane is identified in the Provincial Spatial Development Framework (PSDF) as a significant part of the provincial economy and impacts significantly on the future growth and development of neighbouring municipalities and the province in general. The City of Tshwane makes up 24,2% of the Gauteng and 6,4% of the SA population, accounting for 28,4% of provincial economy and 10,0% of the country's economy measured in GVA in 2017.



FIGURE 2: CITY OF TSHWANE ADMINISTRATIVE REGIONS

### 3.1 The Capital City and its Competitive Advantages

Tshwane is South Africa's administrative capital city and home to the renowned Union Buildings. It is the diplomatic capital and home to approximately 135 foreign missions and 26 international organisations who are represented in South Africa. It has the second-largest number of embassies in the world after Washington DC and is also the third-largest city in the world in terms of land area, after New York and Tokyo/Yokohama. Tshwane has the highest concentration of medical institutions per square kilometre in South Africa and is the country's intellectual capital, housing several research and development institutions as well as public higher education institutions. Its rich and colourful heritage is reflected in its myriad of museums, monuments and historical buildings, and is punctuated by contemporary arts and crafts markets, bringing the city alive with a unique blend of new and old.

An estimated 90% of all research and development in South Africa is conducted in Tshwane by institutions such as Armscor, the Medical Research Council, the Council for Scientific

and Industrial Research (CSIR) and the Human Sciences Research Council, and educational institutions such as the University of South Africa, the University of Pretoria and the Tshwane University of Technology. Tshwane is also home to a range of higher-value functions, such as corporate headquarters, financial and business services, and high-order public services, such as national departments, universities and major hospitals. To be more specific, Tshwane accommodates more than 30 companies that are listed on the Johannesburg Stock Exchange.

It is our aspiration as a municipality to be a leading African capital city, and this, translated to reality, requires an approach whereby we position our role in the Gauteng City-Region (GCR), the African continent and globally. Our aim is to be a globally competitive metropolitan economy that empowers its residents with positive ripple effects on neighbouring cities. The proximity of Tshwane to a number of modern airports and important road-based linkages makes it ideal for business as an import and export destination, especially with respect to its manufacturing, technology, electronics, defence design and construction sectors, as well as its globally recognised research and development capacity. These linkages are comprehensively addressed in the chapter on mobility and connectivity.

### 3.2 Positioning Tshwane within the Gauteng City-Region

Tshwane is a key anchor within the GCR, which is an integrated cluster of cities, towns and urban nodes that together make up the economic heartland of South Africa. The GCR conurbation is growing into one of the major urban regions in the world, the Tshwane–Johannesburg–Ekurhuleni conurbation in particular. This forms the economic powerhouse of South Africa. In terms of the GSDF 2030, the “provincial economic core” is anchored by Rosslyn to the north (Tshwane), and linked to OR Tambo International Airport to the east (Ekurhuleni) via the N1/R21 and the Johannesburg CBD to the south via the N1/M1 highway. Further links with Vereeniging/Vanderbijlpark in the far south, as well as Sasolburg across the border with the Free State are also established. This emerging Gauteng urban region and its strategic prominence is a strong force that will shape the City of Tshwane’s future and that of each municipality from a spatial, economic and social perspective in times to come.

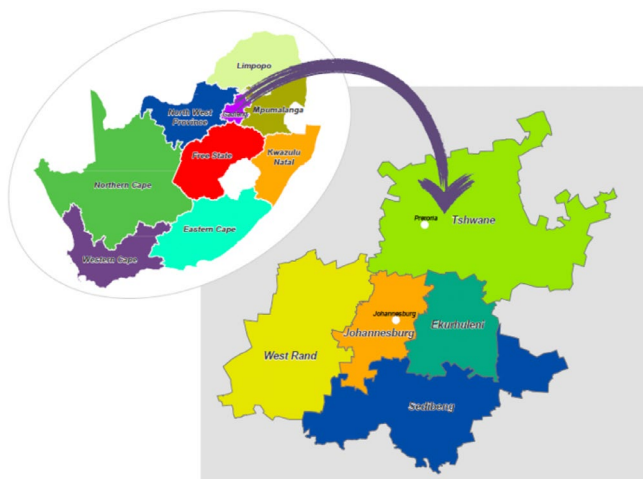


FIGURE 3: NATIONAL AND PROVINCIAL CONTEXT OF TSHWANE

The GCR spans a larger functional area defined by concentrations, linkages and movements of transport, people, economic activity, natural resources and other variables. The GCR is also a highly interconnected geographical area, as reflected by the flow of goods, services and people across its landscape.

Furthermore, the City of Tshwane is spatially positioned at a strategic junction that can be labelled as “the gateway to Africa”, where the Platinum Highway and the N1 route intersect. The advantage may lie in the concentration of activities that rely on these spines to trade in the larger region.

Tshwane’s inner city is situated approximately 60km from Johannesburg’s city centre and the same distance from O.R. Tambo International Airport. This connectivity ensures a strong interrelationship between the three provincial metropolitan municipalities. The interrelationships allow each city to feed off the other and to derive mutual benefit as the top three GDP-contributing cities in Gauteng.

Most of the investment in the tertiary, economic sector gravitates strongly towards Johannesburg. High-technology developments (those related to the office, finance and information technology), therefore, tend to concentrate in the southern and south-eastern parts of Tshwane, particularly along the N1 national road which offers excellent accessibility and visibility, and along the R21. The development of this part of Tshwane is, therefore, strongly related to the development of the areas in the neighbouring municipalities, and a cooperative management approach is greatly necessary.

A significant number of people choose to reside in Tshwane due to its actual and perceived advantages in terms of liveability and less crime as seen in the South African Cities Network (SACN) safety report (SACN, 2019), even if they work throughout the GCR, including Tshwane. This is also part of a larger international trend towards a more mobile urban community, which has partly contributed to the expansion of residential areas in places such as the south and east of Pretoria. The majority of these developments take the form of residential estates and security villages. This trend is further expanding towards the south-west, as this area is closely linked to Johannesburg’s sphere of influence. However, the developments towards the south-west also have a strong focus on the natural setting that supports specific environment and lifestyle options.



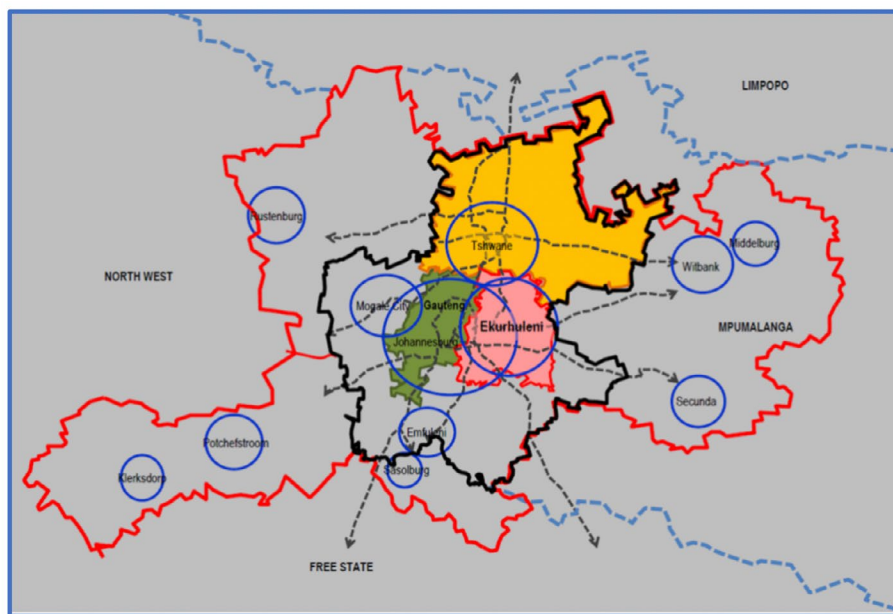


FIGURE 4: TSHWANE WITHIN THE CONTEXT OF THE GAUTENG CITY-REGION

The City of Tshwane has many endowments and has great potential – utilising a coordinated approach between all three spheres of government and greater performance accountability – that can be harnessed to ensure a positive impact within the area on service delivery and development. There are, however, a number of systemic challenges and threats that have to be addressed. Some of the key issues are the following in respect of City of Tshwane:



FIGURE 5: SWOT ANALYSIS

## 4. FORMULATION OF AN IGR PLAN – BUILDING BLOCKS

The IGR Plan is not about recreating or duplicating plans or participatory processes but building on existing studies, plans and synthesising the key big impact issues that all three spheres of government must apply concentrated energy on.

In this regard the diagnostic builds on the City of Tshwane Profile that was developed as one of the first integrated planning activities and on the IDP and SDF.

The systemic challenges have not all been resolved and have been impacted by COVID-19. The further degradation of natural eco-systems may pose future health and pandemic outbreak risks. The context in which the IGR Plan is being done has to inform the need for robustly addressing underlying systemic challenges and building social, economic and environmental resilience as the future becomes more uncertain, unpredictable and challenging.

### 4.1 Underlying Systemic Challenges: Budget and Benchmark Engagement 2021/22

The benchmarking engagement focused on the following four main topics and identified systemic challenges to the efficient and effective execution of the mandate of the municipality:

- Institutional Arrangement
- Service Delivery
- Governance
- Financial Health

#### 4.1.1 Institutional Arrangement

**The following was considered:**

- The influence of the National and provincial political landscape on Local Government
- Institutional arrangements and local environmental factors/influences
- Strengthening intergovernmental planning, collaboration and implementation
- Progress with implementation of mSCOA reform

The major findings regarding the institutional arrangements pertinent to the implementation of the City's strategies, plans and policies, and which have an impact on the DDM, include:

IGR Challenges	Current tools for strengthening the CoT's IGR
<ul style="list-style-type: none"> <li>• Inadequate participation in IGR Forums both by political leadership during transitions between administrations</li> <li>• Poor adherence to communication protocol especially from national government on service delivery issues/ project implemented within local government boundaries e.g., official opening of national projects</li> <li>• No clarity in terms of roles and responsibilities across the three spheres of government for emerging issues or in crises e.g., during the COVID-19 outbreak</li> <li>• Provincial government delaying submission of comments on the CoT IDP</li> <li>• Direct communication by provincial and national government with City departments and political offices excluding the CoT IGR unit that is charged with facilitating implementation of IGR initiatives and decisions in the City</li> </ul>	<ul style="list-style-type: none"> <li>• Revised CoT IGR framework to address issues such as continuous representation in IGR Forum in times of administration transition, e.g., during municipal elections or when the CoT was placed under administration</li> <li>• Internal Standard Operating Procedures for handling of IGR to improve internal coordination and communication</li> <li>• Structured tracking of draft legislation and collation of comments on proposed legislation and policies that may impact on the mandate and functioning of the City</li> <li>• Closer collaboration with SOEs on drafting and implementation of the IDP</li> <li>• Creation of a database of IGR offices of national and provincial government departments and other municipalities to improve communication and IGR coordination across all spheres of government</li> </ul>

TABLE 1: THE INSTITUTIONAL ARRANGEMENT TO IMPLEMENT CITY'S STRATEGIES

### 4.1.2 Service Delivery

The following matters are dealt with under this heading in the benchmark report:

- Infrastructure delivery (Capital Budget)
- Water and sanitation business
- Progress with the implementation of Catalytic Land Development Programme
- Infrastructure Financing
- The impact of COVID-19 service delivery going forward and lessons learned

#### A. Business Continuity Management

As part of business continuity management, the City strives to be as resilient as possible in delivering services, even when incidents occur that interrupt any of the operational resources.

## B. Business Continuity Management (BCM) Readiness – Lockdown

Status	Impact
Departmental BCPs not reflecting what happens on the ground – had to be updated	Delayed recovery as there's no clear way forward during an interruption Confusion on how to respond to crisis

## C. Infrastructure delivery (Capital Budget)

Efficiencies in the enabling processes such as: SCM and contract management issues that impede infrastructure delivery and SCM turnaround time on infrastructure projects.

- Implementation of Regulation 9 of Preferential Procurement Regulations, 2017 which leads project stoppages as people demand 30% on subcontracting
- Business Forums hijacking projects
- Delays at Bid Committee levels
- Lack of internal capacity to implement complex infrastructure projects Reliance usually put on consultants
- Lack of internal capacity on contract management particularly in terms of performance management
- Abuse of Supply Chain Management systems
- Lack Of consequence management
- Political interference
- No blacklisting of service providers with National Treasury
- SCM structure not aligned to the infrastructure delivery plans
- CIDB Grading System not sufficient for selecting suitable contractors

## D. Interventions to be Implemented

- Continuous training and development of SCM Officials
- Filling of critical vacancies within supply chain management (Divisional head and Director Performance and contracts management)
- Appointment of highly skilled and competent SCM staff
- Automation of the entire procurement process

## E. Water and Sanitation Business

- Excessive non-revenue water loss, around 30% on average per annum
- Effects of climate change

**Note:** All the cities within Gauteng Province depend on transfers to meet their water requirement needs. It is clear that the volume of water required by 2025 will not be met if additional storage infrastructure is not built.

## **F. Condition and Operational Performance**

- A significant number of the fifteen wastewater treatment works (WWTW) operate beyond their design capacity
- 4 WWTWs namely Rooiwal, Klipgat, Baviaanspoort and Sunderland Ridge are at a critical state
- The operating conditions of the wastewater treatment works has resulted in the pollution of the Crocodile and Olifants Catchments
- Development (including housing) is restricted due to lack of WWTW capacity
- Non-compliant effluent discharged into water resources affects the quality of river water abstracted and purified for drinking purposes

## **G. Factors Contributing to Non-compliance**

- Master plan is not implemented due to lack of funding
- Electricity supply not continuous due to loadshedding
- Vandalism and cable theft on WWTWs infrastructure
- High vacancy rates

## **H. Credibility and Reliability of IDP Review Consultation and Alignment**

- IGR processes with the provincial departments are not yielding the required results
- Comments on 2020 IDP submission as required in terms of MSA from the MEC for COGTA have not yet been received
- Efforts from the City to engage provincial departments on the progress made on the provincial projects within the City's geographic space to inform the new planning process have been unsuccessful
- The final provincial budget for the 2021/22 - 2023/24 MTEF was received after approval and no engagement on the draft could be facilitated
- Some positive participation was experienced during the review of the Access to Social Facilities study and projected requirements by 2030

## **I. Progress with the Implementation of Catalytic Development Programme**

Under this heading the following is included in the benchmarking report:

- Infrastructure Financing
- The impact of COVID-19 service delivery going forward and lesson learned

## J. Implementing longer-term Spatial Planning Strategies, GDS and IUDF

### Catalytic Land Development Programmes

#### Definition:

- Are integrated, that is mixed and intensified land uses where the residential land use caters for people across various income bands and at increased densities that better support the viability of public transport systems
- Are strategically located within integration zones in metropolitan municipalities; and are game changers in that the nature and scope of the projects are likely to have significant impact on spatial form
- Require major infrastructure investment
- Require a blend of finance where a mix of public funds is able to leverage private sector investment as well as unlock household investment
- Require specific skills across a number of professions and have multiple stakeholders

The projects listed below are earmarked for development with fund allocations up to 2024:

- City Wide/Administrative HQ
- CLDP 1 Integration Zone
- CLDP 2 Rosslyn Precinct
- CLDP 3 Waltloo Precinct

### K. The Impact of COVID-19 on the City's Finances

- City's finances contracted severely, as a result of the poor economy
- Credit control measures could not be implemented during certain lockdown periods
- Low collection levels due to low levels of income by businesses as well as households
- The City's very low cash-flow levels necessitating a need for borrowings and bridging finance
- Slow revenue enhancement initiatives as a result of the impact of COVID-19
- COVID-19 regulations negatively impacted the City's level of service delivery, productivity, and revenue generation

#### 4.1.3 Financial Governance

- Budget Steering Committee established to oversee the planning and budgeting process
- Weekly Service delivery War Room meetings are held by the Executive Mayor to oversee service delivery challenges
- These War Room meetings are attended by all service delivery departments and report weekly on key infrastructure projects
- Revenue and Expenditure Committee (REPCO) functioning and meet regularly

#### 4.1.4 Financial Recovery Plan (FRP)

In August 2020 the City and National Treasury (NT) held a scheduled session at which a review of the progress on the Financial Sustainability Plan (FSP) was undertaken. During the review session it was noted that a number of the initiatives were outdated and had not yet been achieved, some of the activities were also found to need review in the context of the current economic climate including the impact of COVID-19 and its effect on financial sustainability and stability of the City's finances.

It was further agreed that a voluntary Financial Recovery Plan (FRP) was required as key financial ratios pointed towards the need for recovery of lost revenue and the curbing of expenditure to ensure that the City remained able to meet its financial commitments particularly in the short-term.

Further to the development of the FSP, the City adopted an Economic Recovery Plan (ERP) to mitigate the impact which Covid-19 had and is still having on the economy. In order to deal with the challenges imposed by COVID-19, a five phased approach of the ERP to deal with the socio-economic challenges of COVID-19 is proposed and is depicted in the figure below:

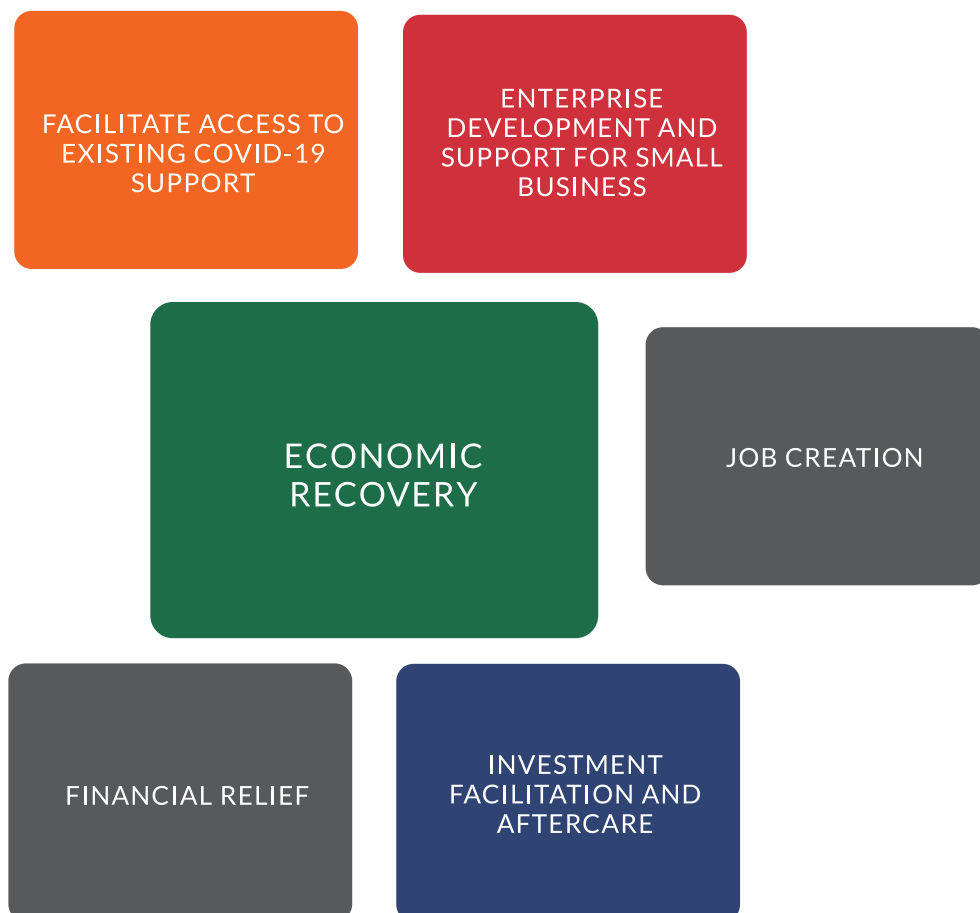


FIGURE6: CITY'S ECONOMIC RECOVERY PLAN

## The five phases above focus on the following:

1. **Facilitating access to existing COVID-19 support:** In April 2020, President Cyril Ramaphosa announced several individual and organisational relief programmes. Among these were some targeted to the SMMEs and dedicated funding targeted at municipalities to assist with economic recovery during and post-the COVID-19 pandemic. The latter relief programme amounts to R20 billion. To ensure that the City and the SMME in the City benefit from this, the following actions are required:

- Linking the SMMEs on the City's database with support provided by national government. The focus should be on Informal Businesses, Cooperatives, SMMEs, Tourism, agro-processing, among others
- Publicising all of government support to all SMME for them to seize the opportunities available
- Engaging with National Treasury for the City to access its share of the R20 billion economic infrastructure investment as pronounced by the President

2. **Enterprise Development and Support for Small Businesses:** This has been established that SMMEs have a potential to create more jobs than large businesses and this is important in a country that is grappling with high numbers of unemployment. The following are some of the proposed interventions:

- City of Tshwane offers preferential procurement opportunities to small, mainly Black women-owned businesses (SMMEs, Cooperatives and Township businesses)
- Bias towards procuring locally produced goods
- Linked to the above, monitoring the implementation of local procurement and reporting on this on a monthly basis to the decision-making structures in the City

3. **Investment Facilitation and Aftercare:** among other interventions that were announced by the Presidency was the spatial targeted infrastructure investment on major projects aimed at boosting the economy. The City has already submitted the proposed projects for this purpose and the pronouncement has been made on which Tshwane projects are earmarked as part of the national investment initiatives. To ensure support this, the City will:

- Honour infrastructure and service delivery pacts with business in key industrial nodes (Rosslyn, CBD, Centurion, Menlyn, Babelegi, etc.) in order to retain existing investors
- Prioritise the National announced Strategic Projects such as the Mookloof Ridge, SEZ Automotive Hub, Salvokop Precinct



- Fast-track approval processes for strategic investment through STRIC
- Automation of building applications and fast-tracking of business permits and clearance certificate

4. **Job Creation:** as a key pillar to economic recovery, any intervention by the City should focus on job creation in order to manage the socio-economic impact of COVID-19. The following are some of the interventions to be implemented:

- Facilitate creation of jobs through implementation of capital projects and intensify EPWP gains – Majority are in the Townships
- Revive Tshwane Food and Energy Centre in Rethabiseng as the first step towards large scale roll-out of township development
- Prioritise the National announced Strategic Projects such as the Mooikloof Ridge, SEZ Automotive Hub, Salvokop Precinct; and
- Partner with companies/institutions that offer online free platforms that enable organisations to quickly identify and fill jobs where there is a need by creating links on CoT website

5. **Financial Relief to Customers:** given the economic burden that COVID-19 has had on households, businesses and other consumers, financial relief are necessary. While these are proposed, they are carefully chosen to not create an everlasting dent in the City's purse. The following are relief interventions:

- Informal Traders and SMMEs exempted from license fees / business permit fees for 12 months, provided they register and update on COT database
- Cancellation of historical debts on licences for informal street traders
- Exemption incentives for Township Businesses (property rates, license fees) for a fixed period, estimated at 24 months
- Giving 6 (six) months discount on licences and permits to informal street traders in the 2020/21 FY
- Consider payment of invoices from small businesses within 7 (seven) business days and intensify 30-day payment
- 6-month payment holiday for small business on property rates and taxes (subject to a predetermined criteria)
- Establishment of Township Enterprise Development Fund (TEDF) in partnership with other spheres of government and the private sector

**Other economic interventions to be considered include:**

- EPWP stipends as per normal IDP plan, but with 20% of EPWP positions reserved for Black women, aged 36 and above
- Other assistance that could be offered is subsidised transport on Tshwane public transport infrastructure

- Placement of EPWP employees with Township businesses, especially on administrative and marketing responsibilities provided that they meet the minimum requirements
- Placement of interns through the National Internship program with Township businesses
- Compulsory SMME and Local Content allocation in all future procurement of 30% of total contract value, 50% of which should be Youth SMMEs. Onus is on formal service provider to on-board, register, measure and monitor 30% expenditure on preferential group and report every 6 months
- Radical reduction of red tape and bureaucracy constraining economy – approval of land use rights, granting of business permits, approval of building plans
- Capitalise on lower interest rate (window) in 2020/2021
- Re-submit Investment Incentive Scheme

The diagnostic is further based on and draws from (but is not limited to) the following existing, strategies and plans of the City which incorporates existing studies/analysis:

- The City of Tshwane 2021-2026 IDP
- The City of Tshwane Metropolitan Spatial Development Framework (MSDF) 2021
- City of Tshwane Municipality Built Environment Performance Plan, 2020/21
- National and Provincial strategies, plans and policies

**These plans express the following strategic truths:**

#### **CITY VISION: TSHWANE VISION 2030**

“Tshwane: A prosperous Capital City through fairness, freedom and opportunity.”

#### **Vision Principles**

- Service delivery excellence and innovation
- Economic growth and jobs
- Promoting a safe and healthy City
- Social cohesion, inclusion and diversity
- Participation, collaboration & partnerships

#### **Vision Focus**

- Fairness
- Freedom
- Opportunity

## **Strategic Pillars' Focus**

- Advancing economic growth and job creation
- Creating a caring environment and promoting inclusivity
- Delivering excellent services and protecting the environment
- Keeping the residents safe
- Being open, honest and responsive

## **SPATIAL VISION**

“A spatially efficient Capital City that is sustainable, competitive and resilient”

## **SPATIAL MISSION**

“To lead integrated planning, maximizing on spatial efficiencies for optimal service delivery”

### **Long Term Priorities:**

- Well-governed city
- Compact city
- Inclusive city
- Productive city
- Sustainable city

### **Medium-term Priorities IDP**

- Develop and sustain spatial, natural and built environment
- Develop a prosperous and diverse economy, and employment creation
- Create a quality living environment
- Foster a socially equitable environment
- Support organisation design, human capital development and management
- A vibrant and creative city
- Good governance and responsive local government
- Financially accountable and sustainable city

### **Medium-term Priorities: Metropolitan Spatial Development Framework**

The following strategic development focus areas forms the backbone of the MSDF:

1. Nodes and corridors
2. Sustainable Human Settlement Development
  - Growth management
  - Social infrastructure
3. Mobility and Connectivity
  - Transit-oriented development
  - Urban network structure and Economic Integration
4. Ecological Infrastructure

Priority Areas in need of spatial transformation:

- Urban cores/ Township Regeneration

- Economic nodes and corridors (see economic network)
- Economic Development Priority Quadrants:
  - o Inner City
  - o Rosslyn/Wonderboom Quadrant
  - o Waltloo Silverton Quadrant
  - o Pyramid South
- IPTN Network
- Marginalised areas

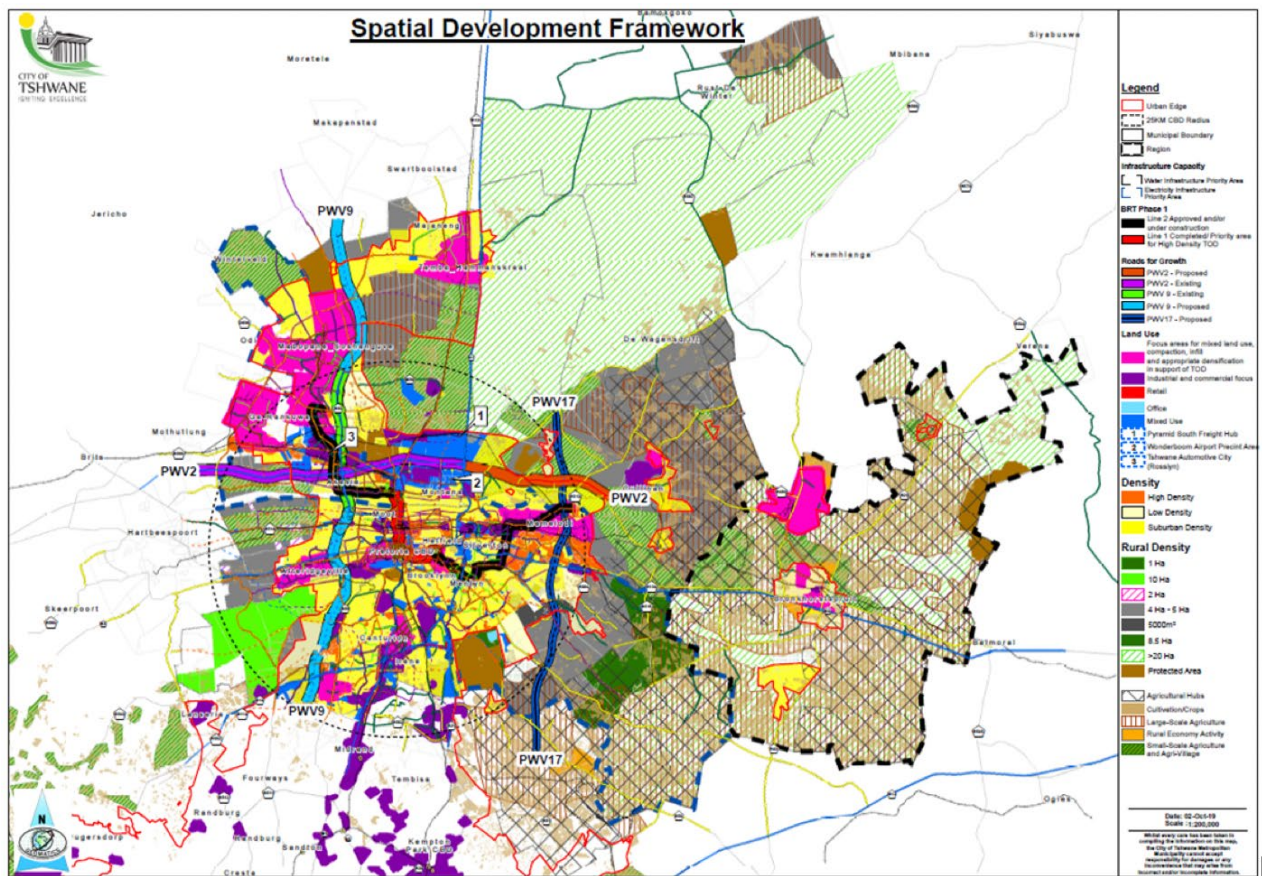


FIGURE 7: SPATIAL DEVELOPMENT FRAMEWORK

The implementation of these priorities and plans need to be accelerated and better coordinated to address gaps. The Plan is aimed at enhancing and supporting the implementation of these plans and to further refine the strategic focus to enable greater service delivery and development impact.

This is achieved through a joint approach and agreement between all three spheres of government on key priorities based on and packaged under six transformation focal areas or goals. These are the common set of envisaged goals and impacts that have to be pursued across each of the 52 spaces in a differentiated way based on the conditions, challenges, opportunities and potential of each space.

## 5. KEY TRENDS IMPACTING ON THE CITY OF TSHWANE

Trend	Description
Post-COVID-19 World	<p>The impact of the global COVID-19 pandemic on the way societies and economies may change is uncertain but there is real risk of long-term consequences such as increase in inequalities and social deprivation. There may be long-lasting changes in the nature of work and consumer behaviours facilitated by technology – on-line work and shopping, etc. There may also be likely long-term impacts on improving food value chains, environmental and public health, and management of natural resources. Change in values of people and society may shift from pursuit of happiness through material goods towards reconnecting with nature, pursuing authentic and soulful experiences, and building better relations with people and within communities. The City of Tshwane’s Economic Recovery plan and actions need to be effective.</p>
Smart Cities and Smart Societies	<p>There are big shifts globally towards Smart Cities and Smart Societies enabled by technology and innovations of the 4th Industrial Revolution. These include IoT (Internet of Things), Big Data, AI (Artificial Intelligence), Robotics and Shared Economy. Countries such as Japan are leading transitions to what is referred to as Society 5.0 which is aimed at using these innovations and transcending the Information age for resolving social challenges and creating better Human life. Smart Cities can be more than technology driven cities. They ought to be about how technology can enable smart systems, infrastructure, governance and service delivery that addresses needs of people and society in inclusive and affordable ways.</p>
Urbanisation	<p>By 2030 almost three quarter of the country’s population (71.3%) will be living in urban areas. This is according to the Integrated Urban Development Framework (IUDF) which is government’s policy position to guide the future growth and management of urban areas, premised on giving effect to the global Sustainable Development Goals (SDGs) and the NDP. The IUDF’s overall envisaged outcome is spatial transformation where urban growth is steered towards a model of compact, connected and coordinated cities and towns and development of inclusive, resilient and liveable settlements.</p>
Climate Change	<p>The impact of climate change is seeing many shifts taking place in respect of reducing carbon footprint of cities and settlements, better and smarter utilisation of resources and smarter food production. According to the international Energy Agency’s global energy trends report forecasting energy trends to 2040, renewables such as wind, solar, and hydropower will surpass coal as the world’s dominant source of electricity by 2030. Africa currently has about 40% of the world’s potential for solar energy. South Africa’s Integrated Resource Plan supports a diverse energy mix to ensure the security of electricity supply.</p>

Trend	Description
Inequality	Rising inequality is a growing global trend and challenge. According to the United Nations (UN) World Social Report 2020, inequality is growing for more than 70% of the global population but the rise is far from inevitable and can be tackled. The consequence of inequality is that it slows down economic growth as people remain trapped in poverty across several generations. In South Africa there is continued racialised inequality manifesting as well in spatially divided cities and spaces.
Government	The plan is aligned with leading research and thinking on Government Trends in serving citizens better by breaking down “Silos”, providing seamless systems and improving citizen experience. According to the Deloitte Centre for Government Insights, due to the unprecedented changes that are shaping the world, as described by the trends above, governments have to become more integrated, intuitive and innovative to address social challenges and provide more personalised and engaging citizen experience.

TABLE 2: KEY TRENDS IMPACTING THE CITY OF TSHWANE

## 5.1 Implications for the City of Tshwane

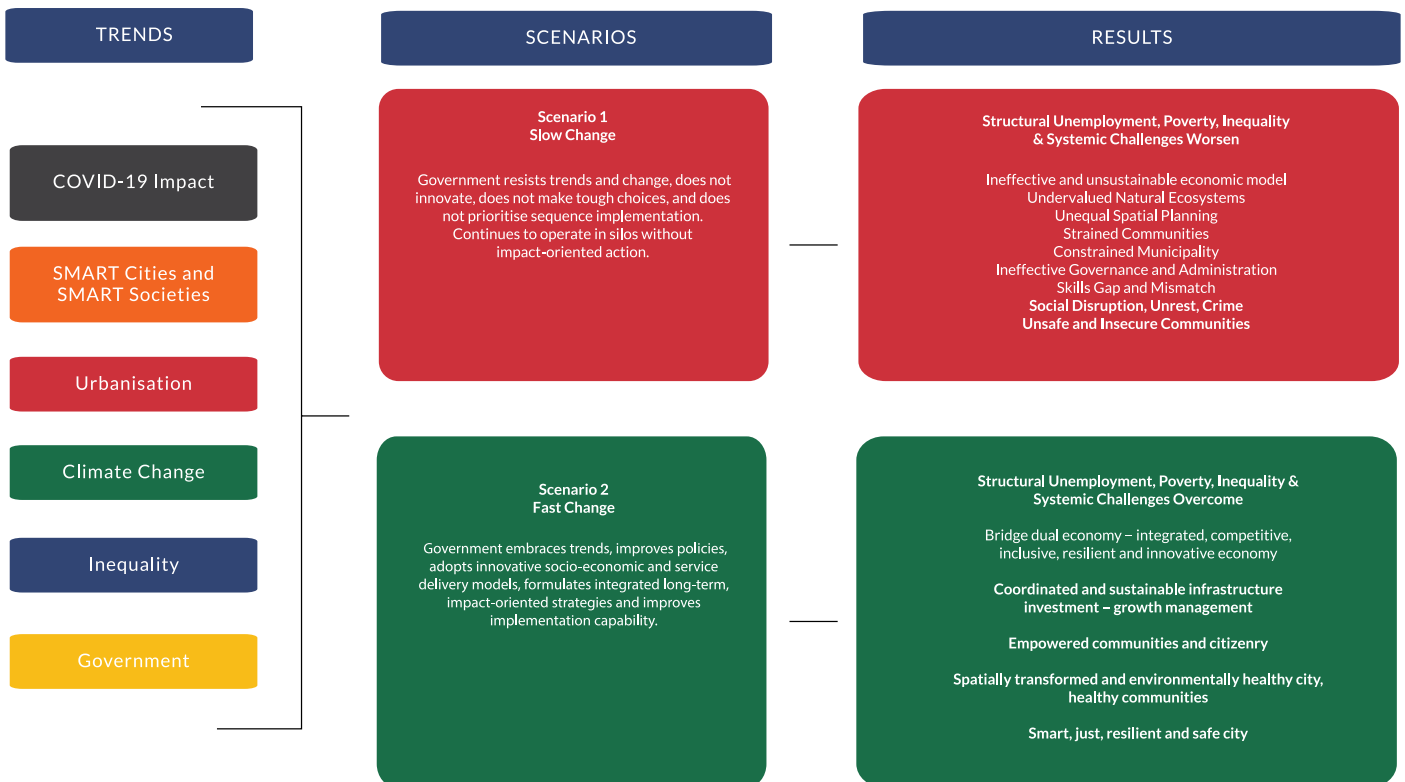


FIGURE 8: IMPLICATIONS FOR THE CITY OF TSHWANE

## 6. DIAGNOSTIC SUMMARY

The trend analysis together with the focal area analysis that is detailed in the following section informs the diagnostic summary. The big issues emerging from the Tshwane diagnostic indicate the need to:

### 6.1 Re-imagine Tshwane

A vision-based approach is needed of what City of Tshwane can be as a prosperous capital city through fairness, freedom and opportunity.

This is underpinned by the following three focus areas:

- o **Stabilisation** – Through stabilising the administration, stabilising City’s finances, stabilising City’s infrastructure services and social security stabilisation
- o **Revitalisation** – Through revitalising the city’s economic nodes (Centurion Lake, Silverton, city centre redevelopment etc, revitalise the city’s industrial nodes (Rosslyn, Babelegi, Ekandustria, Odi / Garankuwa etc), revitalise old townships infrastructure and create vibrant economic activities and accelerating urban growth and dismantling poverty and inequity; and
- o **Deliver** – through the delivering of reliable services (formal and informal areas), build investor confidence, cleaning of the City in its broader sense, deliver integrated social packages and safety nets to the vulnerable groups / residents, improving Customer Relations, deliver sustainable and integrated human settlements and delivery of title deeds, spatial targeting of services focusing previously disadvantaged areas such as Hammanskraal, Temba, Winterveld, Zithobeni etc. This is centred on addressing the dual economy, advancing well-being of the people and supporting greater self-reliance of residents and communities.

Converting the City’s comparative advantages in the manufacturing, auto-motive industry, institutional, financial and educational sectors into a well-defined competitive advantage centred on Tshwane’s historical role as administrative capital to be a major role player in the Gauteng Urban Region and the country.

- Identify and grow **localisation** opportunities
- Support SMMEs in the manufacturing sector
- This must be built as an Intergovernmental Vision and supported accordingly with clear impact-oriented actions and performances
- Building key sectors such as the auto-motive, services, educational and **tourism industries** as critical job creation drivers
- A digitally enabled City and **digitally empowered citizens**

## 6.2 Accelerate Social Interventions and People Upliftment

- Unacceptable levels of poverty, relatively good education and high literacy levels which is higher than the Gauteng and National levels, gap in skills and income levels. Low HDI and high youth and township unemployment
- Major social issues: Decrease in education outcomes and low skills, high number of child-headed households, communicable diseases, GBV, drug and substance abuse, teenage pregnancy
- Functional workplace skills development is a critical employment success factor for people
- Support social and solidarity economy
- Job creation and reskilling of the youth and SMME upliftment to support the SEZ

## 6.3 Increase Investment Attraction

- FDI on par with Johannesburg and Ekurhuleni.
- Leverage Export Hub potential – link to regional and national manufacturing, freight and logistics strategy
- Limited capacity to provide bulk infrastructure is a big factor in ability to attract investment
- Need a competitive platform – Reliable and cost competitive energy provision, coordinated infrastructure, compact and well-governed space

## 6.4 Unlock Land for Future Development and Focus on Rural Development

- Sprawling and unmanaged costly servicing and land development on Tribal land
- Cross-border land ownership issues and need to unlock urban planning, municipal servicing and economic development
- A vision for rural development within integrated metropolitan context
- Support agriculture and agro-processing

## 6.5 Undertake Infrastructure Investment in Strategic and Sustainable Ways

- Intergovernmental coordinated infrastructure investment guided by spatial transformation objectives, desired spatial form, densification and priority development areas and corridors
- Intergovernmental coordinated infrastructure investment and urban growth management with regard to catalytic projects and integrated human settlements – aim at building functional and sustainable places
- Accelerate spatial transformation, environmental resilience, and implementation of critical plans such as the SDF and CIF
- Improve electricity delivery to customers – find better ways of providing electricity



## 6.6 Improve Administration Across All 3 Spheres

- Improve accountability and transparency with respect to use of public resources
- Improve customer relations management - utilise technology better to improve customer experience. Expand the rollout of free Wi-Fi
- Unify the city and build common vision with capable and professional administration
- Advance Intergovernmental joint planning, budgeting and implementation
- Intergovernmental compact outlining how provision of services will be undertaken and improved
- Improve Social Compacting and impact accountability
- Professionalise public service and city administration - in line with latest recommendations from Department of Public Service and Administration for having administration that is committed to implementing its constitutional and electoral mandate but insulated from party politics and refrains from being political actors themselves (National Implementation Framework towards Professionalisation of the Public Service, published for comment, 22 December 2020)

## 7. DIAGNOSTIC FOCAL AREAS – TRANSFORMATION FOCAL AREAS (SIX GOALS)

To build on the progress achieved thus far in improving the quality of life for the people in the City of Tshwane, and to address many remaining challenges including planning adequately for the future, the One Plan focuses on six strategic goals:

- People Development:** To improve the quality of life and overall well-being of people living fundamentally and radically in CoT currently and in the future with emphasis on supporting upliftment of vulnerable and marginalised groups.
- Economic Positioning:** To strategically position CoT in the national economy and to build a resilient and transformed metropolitan economy.
- Spatial Restructuring and Environmental Sustainability:** To develop a transformed, efficient and sustainable spatial form and environment as a dynamic platform for the economy and for integrated human settlements.
- Infrastructure Engineering:** To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of CoT.

- v. **Integrated Service Provisioning:** To enable the residents of CoT to experience reliable, cost effective, viable, sustainable and seamless provisioning of services within functioning places.
- vi. **Governance:** To improve the performance of all three spheres of government in relation to developmental impact in CoT.

These strategic goals are interrelated and interdependent as per the DDM framework:

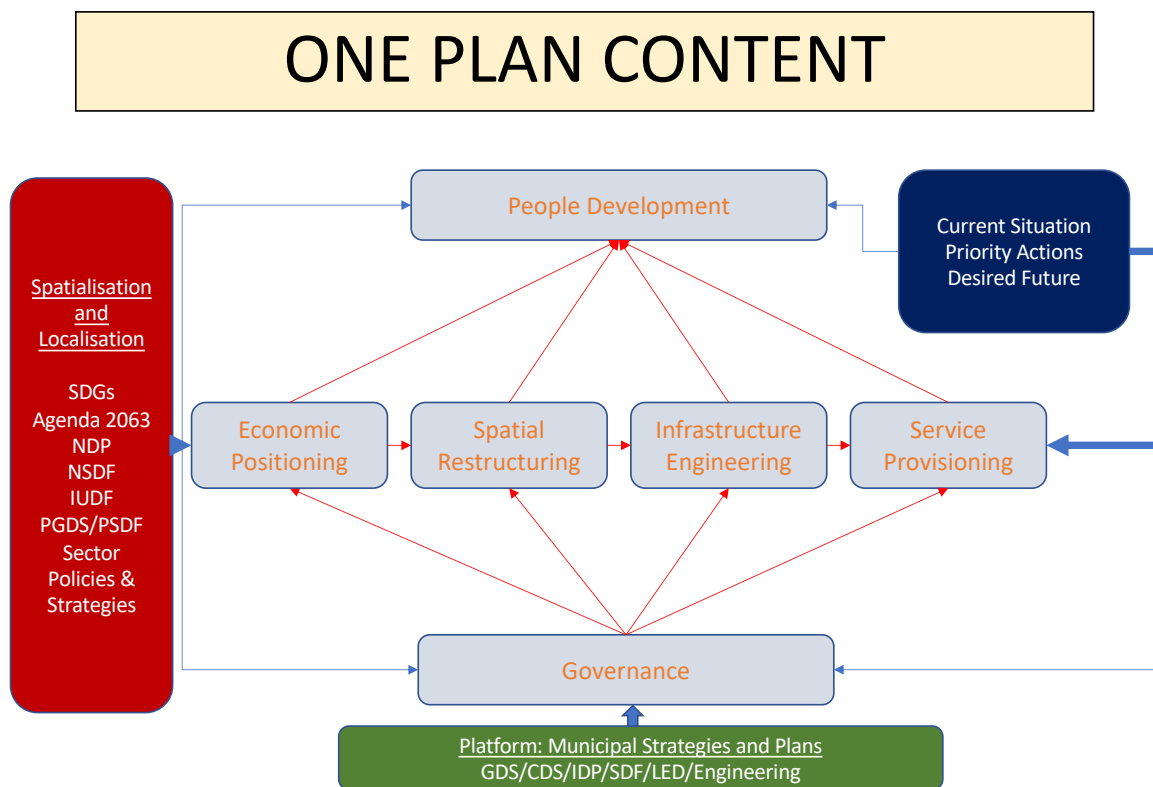


FIGURE 9: DDM FRAMEWORK

The diagnostic is aimed at determining the gaps between these goals and the current reality. A critical analysis of the current reality and identification of priorities in relation to each of the 6 goals and outcome areas are outlined below as a basis for informing the next stages of the IGR Plan process, that is, intergovernmental and stakeholder vision setting per goal area, strategy formulation, identification of interventions and projects and implementation commitments.

# Dual Economy

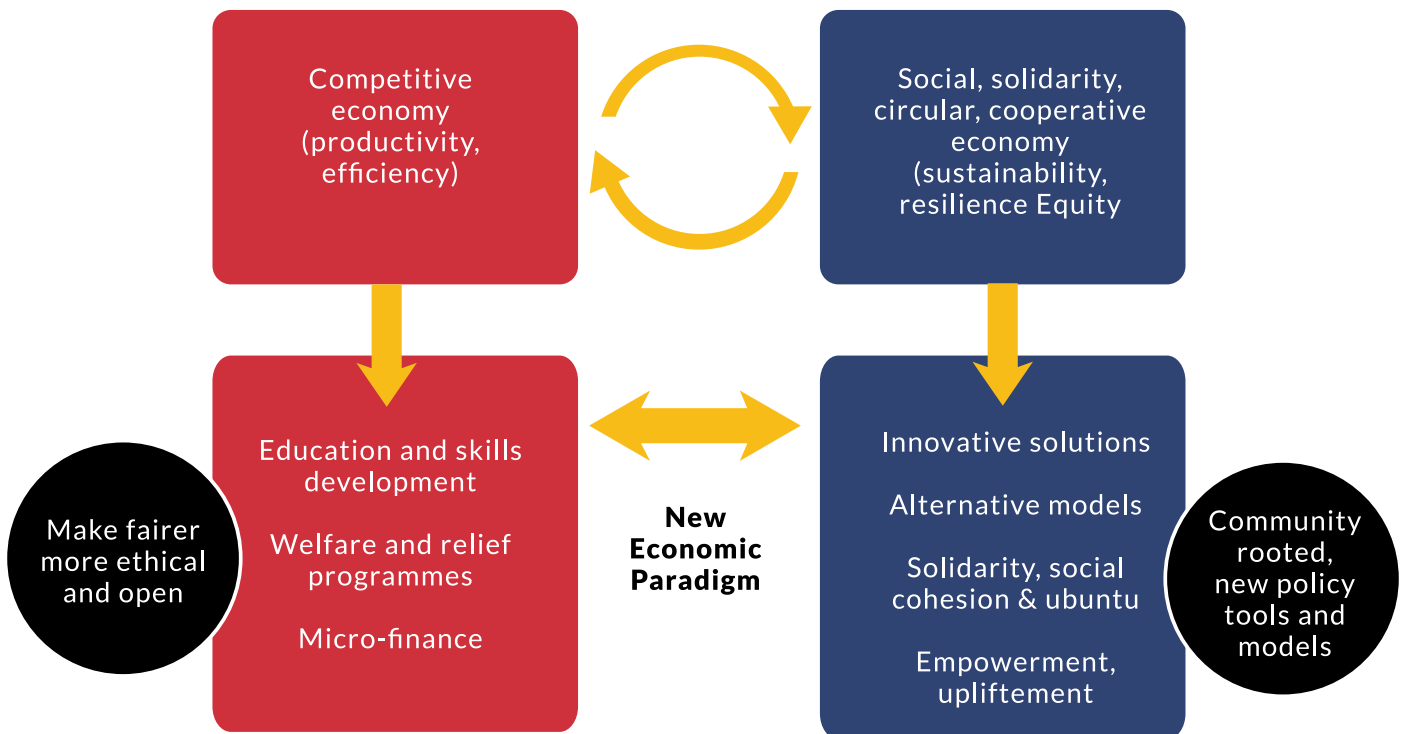


FIGURE 10: GROWING AND BRIDGING INTERRELATED ELEMENTS OF THE DUAL ECONOMY

## 7.1 DDM Strategic Goals and Outcomes

### Goal 1: Demographics / People Development

To Improve the quality of life and overall wellbeing of people living fundamentally and radically in City of Tshwane with emphasis on vulnerable and marginalised groups

#### Outcome 1: Poverty, inequality and unemployment alleviated

- Current Demographic Profile
- Current Population size: 3,6 million
- >50% female
- Number of households: 1 125 767
- The access to social facilities report 2020 indicate the population projection for 2030 for the City to be about 4 075 436:

	Current	2024 (CoT)	2030 (CoT)
Population	3 555 741	3 920 000	4 075 436
Households' size	3,13	?	?
Households	1 136 876	?	?
Backlog	208 000	?	?
Growth	0	?	?
Cumulative HH to Plan	208 000	576 204	741 937

#### Current Reality

- Youthful Age Profile: 34% of population was in the age group 15-34 in 2018
- 45% of households are located in marginalised areas of City of Tshwane
- The City of Tshwane has 3 762 child-headed households. Of these, 30% are in informal dwellings and 52% of these are headed by boys
- In 2016, 37.5% of the households in the City of Tshwane were headed by women (Community Survey 2016)
- There are 227 informal settlements comprising 345 710 households. With backyard dwellings included the total housing backlog in 2018 was 208 000 units
- By 2024 the population is expected to increase to 3 920 000 with an additional 116 376 households that have to be planned for within the current 5-year IDP cycle
- Between now and 2030 there has to be adequate planning and delivery (land, infrastructure and housing) for an anticipated additional 520 000
- People or plus minus 166 000 new households (current backlog excluded)

## Current Reality

	2009	2014	2019	Average Annual growth
Region 1	776,000	872,000	970,000	<b>2.26%</b>
Region 2	328,000	365,000	403,000	<b>2.08%</b>
Region 3	518,000	592,000	657,000	<b>2.41%</b>
Region 4	334,000	434,000	513,000	<b>4.39%</b>
Region 5	81,600	98,300	112,000	<b>3.26%</b>
Region 6	574,000	677,000	765,000	<b>2.91%</b>
Region 7	102,000	119,000	135,000	<b>2.83%</b>
<b>City of Tshwane</b>	<b>2,713,526</b>	<b>3,156,482</b>	<b>3,555,645</b>	<b>2.74%</b>

- Youthful age profile: 34% of population was in the age group 15-34 in 2018
- Education and skills levels: 9% of population is illiterate
- Low income levels: 17.1% of population reported having no income
- According to the City of Tshwane poverty profiling 31,3% of people in Tshwane live below the upper poverty line of R 1 077 per month
- Of this number there are 1 066 521 people living below the food poverty line which is set at R585 per month by Stats SA (April 2020) (Global Insight)
- Unemployment in Tshwane is around 38,7% (Stats SA, Quarterly Labour Force Survey, Q3, 2020)
- Inequality level: Gini Co-efficient is 0.62 and the Human Development Index (HDI) was 0.71 in 2018
- The City of Tshwane population is 24,2% of Gauteng and 6,0% of SA, accounts for 28,1% of provincial GDP and 23.6% of employment. The social challenges in City of Tshwane are large:
  - Number of people living in poverty is high
  - Residents without access to basic services is high
  - The backlog of informal settlements is large
  - Chronic stressors of poverty, violence and social illness fracture fragile family structures
  - Limited savings and high number of discouraged workers leads to high dependency rate
  - Related public protests and dissatisfaction
  - High levels of youth unemployment
  - Lack of safety although in recent studies by SACN, the City is one of the safest
  - Cities to live in in SA

## Critical Analysis

- The root causes and key drivers for high levels of poverty, unemployment and inequality are:
- Youth migration into the City of Tshwane with no matching skills development and employment opportunities. Inadequate focus on targeted and accelerated skills development of the youth that matches employment opportunities or enables entrepreneurship and micro/small business development. Insufficient focus on artisanal programmes and technology enabled skills. Focus on skills needed for 4IR
- Improvement in education levels noticeable
- Access to education being restricted due to rising cost, and dysfunctional places/communities/community structures
- Creation of dependencies without empowerment. Absence of involvement and co-creation, ineffective social capital development
- Relatively small market which creates an under-investment vicious cycle
- High inequality, spatial and economic marginalisation of the poor, women, vulnerable and youth in the city – majority of people living in settlements are far from economic nodes and spending disproportionately large amount of their income on transport costs
- High levels of economic exclusion and limited focus on bridging the dual economy where one part is formal and contains highly skilled whilst the other part is largely informal with low skills
- Limited support for informal/micro economy and community level production systems
- Focus on stimulating and developing township economies, urban renewal, and unlocking land development in rural areas
- Inadequate and uncoordinated implementation of national/provincial policies/programmes in the metro space in relation to impacting on poverty, inequality and unemployment
- Poor education and skills development outcomes
- Limited micro/small business development
- Lack of strategic focus on the metro as an economic driver, aligning SEZs/key nodes to city-wide place-making
- Better coordination and alignment of infrastructure investment needed to accelerate and improve access to housing and basic services
- Many critical deliverables identified by the communities in the City of Tshwane IDP falling outside the mandate or control of the municipality
- Implementation of IDPs/municipal policies/programmes:
- Accelerate implementation of identified actions of the IDP, SDF, CIF
- Better inter-departmental cooperation and coordination
- Independent/objective socio-economic cost-benefit studies required to inform strategic resource allocation and budgeting
- Goo, leadership and management to utilise resources effectively, optimise revenue generation and build social compacts and partnerships

## Implications / Required Interventions

1. Intergovernmental compact needed as governance framework to address coordinated interventions and monitor actions of all three spheres of government
2. Strategic and focused intergovernmental planning and coordination required between City and key national and provincial sector departments on the following big priority areas:

- Education, Skills Development and Upliftment (Department of Basic Education, Higher Education, Science & Technology, Small Business Development and SEDDA, Provincial Education, Provincial Economic Development)
- Economic Growth and Development (DTI, DRDLR, Provincial Economic Development)
- Infrastructure Investment for economy and integrated human settlements (Presidential Infrastructure Task Team, DBSA, Department of Human Settlements, Water & Sanitation, Department of Energy, Eskom, Transnet)

3. Strategic city governance and operational planning and management improvement measures including area-based service delivery approaches integrated with community development initiatives. Community safety systems and measures – activate community policing forums within community development perspective currently being pursued with a view to improvement

4. Identification and implementation of actions identified under outcomes 2 and 3 as well as the other focal areas (envisaged goals):

- Economic positioning and transformation of the metropolitan economy (Goal 2 interventions)
- Spatial transformation (Goal 3 interventions)
- Infrastructure investment and service provisioning covering all areas adequately (Goal 4 and 5 interventions)
- Empower citizens/residents – governance (Goal 5) including support development/engagement community and civil society-based institutions

### Key Indicators

- Poverty line
- Gini Co-efficient
- Household income growth
- Employment levels; Youth and Women Employment

Various projects and programmes have been planned by the Gauteng Department of Education which can support this outcome

## Goal 1: Demographics / People Development

To improve the quality of life and overall well-being of people living fundamentally and radically in the City of Tshwane with emphasis on vulnerable and marginalised groups

### Outcome 2: Human development enhanced

#### Current Reality

- An estimated 90% of all Research and Development (R&D) in South Africa is conducted in Tshwane
- The Human Development Index (HDI) for City of Tshwane improved from 0,58 in 2009 to 0,62 in 2017 and 0.71 in 2018. The changes were roughly similar for the other metros in Gauteng
- The city has a relatively high quality of life ranking amongst other African cities; however South Africa's overall happiness ranking is very low and decreasing
- The number of people without any schooling decreased from 2009 to 2019 with an average annual rate of -1.95% but still represents a significant number of people
- Approximately 28.5% of the population have tertiary level education
- Major social challenges:
  - Teenage pregnancy
  - Alcohol and substance abuse
  - HIV/AIDS
  - COVID-19

#### Implications / Required Interventions

- The root causes and key drivers impacting on human development:
- Human capital development not prioritised in building economic competitiveness
- Prevalence of life threatening/communicable diseases
- Underperforming education system
- Access to nutritious food from both a quality and quantity perspective to support nutritional needs for marginalised communities
- Food security and sovereignty
- Continuing political turmoil and violent conflict
- High rates of violence destabilising communities
- Perceptions of an unsafe city
- Crime and grime
- Scarce and critical skills need to be developed
- Relatively good levels of numeracy and literacy



## Implications / Required Interventions

- Strategic and Focused Intergovernmental Planning and Coordination required between City and key national and provincial sector departments on the following big priority areas:
- Health and social education and development drive, life orientation and youth leadership programmes (Department of Health, Social Development, Department of Basic Education)
- Skills revolution including mass-based community level numeracy and literacy programmes – through formal education and training system as well as general community training and empowerment initiatives (Department of Education, Department of Labour, DTI, Small Business Development)
- Build Social Solidarity economy
- Stimulation of LED programs that addresses food security, across various community spaces
- IG Job creation war room incorporating national and provincial youth employment programmes (Small Business Development (SEDA), Provincial Economic Development, National Youth Development Agency)
- Create Safer City and safe communities by preventing crime and violence and investing in social protection

### Key Indicators

- Human Development Index
- Safe, healthy, educated, economically empowered communities
- Mortality rate, health improvement
- Literacy and education levels
- Skills development
- Nutrition
- Decent shelter
- Access to basic services
- Material, ethical and emotional/spiritual development
- Wellbeing, Prosperity and Happiness Indices

The following projects and programmes have been planned by the Gauteng Department of Social Development which can support this outcome:

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status
Soshanguve Rehab Centre	Construction of an In-patient Rehab Centre accommodating for 120 beds, Total Area 4280m <sup>2</sup>	In-patient Drug Rehabilitation Centre	New Infrastructure and Repair	Design
Rehabilitation and Renovation of 13 X GDSD Institutions	Refurbishment and repair of GDSD institutions to ensure appropriate standards of service and accommodation.	Child Youth Care Centre	Rehabilitation, Renovations and Refurbishments, Upgrade and Additions	Project Initiation
Rehabilitation of Soshanguve CYCC	Overhaul and Restore FSM CYCC buildings to fully functional condition, this will be inclusive of Building works including the renovations of certain blocks identified to be uninhabitable for children and de-commissioning of dormitories that are not functional, at the place of safety (total of 4 blocks have already been de-commissioned).		Rehabilitation, Renovations and Refurbishments, Upgrade and Additions	Construction

The following are existing facilities being operated and managed by the Gauteng Department of Social Development:

Facility	Property Description	Location	Area	National /Provincial
Father Smangaliso Mkhatswa Welfare Complex	313	Soutpan Road, Soshanguve	Soshanguve	Provincial
Desmond Tutu Child and Youth Care Centre	Ptn 196 Wonderboom 302 JR	162 Tolbos Street, Pretoria North	Pretoria North	Provincial
Ga-Rankuwa-Rearabilwe Child and Youth Care Centre	2829	2829 Zone 2 Sedumedi Street, Garankuwa	Garankuwa	National
Itireleng Protected Workshop for the Blind	3152	3152 Sekurati Str, Garankuwa	Garankuwa	National
Dr Fabian & Florence Ribeiro Treatment Centre	Ptn 0	Zonderwater Prison, Cullinan-Rayton Road	Zonderwater 482	National
Soshanguve Secured Care Centre	313	318 Soutpan Road, Block S, Soshanguve	Soshanguve	Provincial

## Goal 2: Economic Positioning

To strategically position City of Tshwane in the national economy and to build a resilient and transformed metropolitan economy

### Outcome 1: Competitive Economic Advantage Defined and Developed

#### Current Reality

- An estimated 90% of all Research and Development (R&D) in South Africa is conducted in Tshwane (Gauteng Regional Economic Profile: City Of Tshwane, 2019)
- The city's performance in attracting FDI is on a par with the City of Johannesburg and City of Ekurhuleni, recording, of the three, the highest rate of Real Gross Fixed Investment (growth in Real Gross Fixed Capital Formation) between 2012 - 2017 (Gauteng Regional Economic Profile: City Of Tshwane, 2019)
- Tshwane has a concentration of academic, medical, social science, technology and scientific institutions, responsible for over 60% of research conducted in the country. When considering only medical, science and technology research this figure increases to 90% of output in the country
- There is a large student population in the city, associated with the large concentration of institutions of higher learning
- The City of Tshwane is home of the official seat of government and all national government department headquarters
- The City of Tshwane is also home to about 135 embassies and 26 international organisations, giving it the largest concentration of diplomatic and foreign missions in the world after Washington DC in the USA
- The City is home to three universities
- A significant number of large companies (more than 30) have headquarters in City of Tshwane
- The City has a well-developed legal system that makes it easy to do business
- The City has a high quality of living index; in 2018 the City had a Mercer Quality of Life Index score of 132 ranking it 4th overall in Africa
- The GDP per capita in Tshwane in 2018 was higher than that for both the country as a whole and Gauteng
- Young talent is not attracted to or retained in the city economy
- Over the period 2014 to 2018, the economy of the City of Tshwane registered the highest growth among the metropolitan municipalities in South Africa
- The Green economy remains small without adequate skills to cultivate growth
- Although strict unemployment is lower than other metros the economy is not generating sufficient opportunities or reducing poverty for all residents
- Unemployment levels in the townships is as high as 35% in Region 5 and those that are employed earn low incomes and spend significant proportion of their income on transport costs
- Impact of COVID-19 on the economy has worsened the situation
- Loss of business confidence negatively affecting investment
- Skills mismatch, insufficient skills training and on the job preparation/training
- The transport and logistics sector contributed 6% to employment in 2019, making it, with trade, finance, community services, manufacturing and household employment, the sixth largest employment sector in Tshwane

## Critical Analysis

- Lack of Clear understanding across spheres of government as to the comparative advantage of the City and its role in the national and provincial as well as sub-Saharan economies
- Insufficient attention to consolidating and ensuring the viability of existing economic assets
- Economy growth strategy does not adequately leverage the city's endowments at a macro as well as a community level eg Supporting Manufacturing Industries and Local Economic Development
- Lack of investment into import substitution industries and tradable sectors
- What will City of Tshwane be known for globally as a driver for long term economic grow

## Implications / Required Interventions

Strategic approach to City of Tshwane economy coordinated between City, DTI, Provincial Economic Development, Transnet, Small Business Development:

- Grow City of Tshwane as Export Hub – stimulate manufacturing both within City of Tshwane and within key places (regionally and nationally) linked to City of Tshwane and targeted at export markets
- Implementation of catalytic projects – investment environment/attraction and liveability – infrastructure planning and funding
- Implementation of the City of Tshwane's Accelerated and Inclusive Growth Path and CIF
- Need to grow markets to increase buying power
- Need to build on Competitive edge to exploit economic opportunities
- Grow the middle class and boost consumption to stimulate economic investment and create a virtuous circle
- Build better partnerships with neighbouring municipalities to boost economic growth and create new and bigger markets that transcend political boundaries
- Incentives for business retention – cost and ease of doing business in the city
- Reimagined Industrial strategy – localisation opportunities and grow exports
- Smart City and Smart Society - readiness to respond and take up opportunities in global trends towards gig economy, shared economy, automation, data-driven economy, cultural entrepreneurialism.

### Key Indicators

- Strategic advantage generated due to unique product and/or high quality and/or competitive pricing
- Globally renowned place/product, high demand
- Economic anchor driving growth and jobs
- Attract investment, skills and talent
- Safe and conducive business environment

The following projects and programmes have been planned by the Gauteng Department of Agriculture and Rural Development which can support this outcome:

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status	Spatial Location
Ornamental Food Crops and Nursery	Establishment of Indigenous Ornamental and Food Crops Nurseries Projects for Gauteng		New	Approved	City of Tshwane (TSH)
Fire Management	Prevention of veld fires through the creation of firebreaks and veld fuel suppression		New	Approved	City of Tshwane (TSH)
BKB Community Mobilisation and clean ups	Environmental education on maintaining open spaces and Cleaning of illegal dumping areas to encourage proper disposal of waste		New	Approved	City of Tshwane (TSH)
Waste Reuse and Innovation	Creating innovative products through reuse of waste materials		New	Approved	City of Tshwane (TSH)
Wetland Rehabilitation	Soil erosion control & clearing of slangbos vegetation		New	Approved	City of Tshwane (TSH)
Bronkhorstspuit Alien Vegetation and Bush Encroachment Control	Removal of alien invasive and bush encroachment		New	Approved	City of Tshwane (TSH)

## Goal 2: Economic Positioning

To strategically position City of Tshwane in the national economy and to build a resilient and transformed metropolitan economy

### Outcome 2: Key economic sectors developed

#### Current Reality

- The City of Tshwane economy is built on four pillars: community services, finance, trade and manufacturing.
- The city's comparative advantage in the manufacturing sector has reduced since 2008, with the services sectors (community services, finance, and trade) growing the most rapidly over the last ten years.
- The City of Tshwane's agricultural sector has steadily declined over a period of time, employing less than 1% of the economically active population
- Counterparts that need to be strengthened include
  - o Manufacture of transport equipment
  - o Agriculture and agro-processing

#### Critical Analysis

- Low Growth in the formal economy
- Limited participation and alignment with national master economic sector plans
- Streamlined relation between DTI, province and city required
- Lack of integrated infrastructure plan to support economic sector development and lack of infrastructure funding strategy
- Lack of coordinate and implementation of existing strategies and plans

#### Implications / Required Interventions

##### **Strategic approach to be coordinated for targeted sector development approach between City, DTI and Province:**

- Localise national sector master plans and ensure maximum benefit and impact
- Build synergies between priority sectors and development of marginalised areas by embedding parts of their value chains in marginalised areas eg. Automotive sector value chain in townships
- Research into each identified growth sector, partnerships with industry bodies and specific sector growth plans
- Alignment of sectors with SEZ and Export expansion strategies
- SCM policy framework to enable meaningful participation and empowerment
- Implementation of the City of Tshwane's Accelerated and Inclusive Growth Path and CIF
- Support and grow cultural and creative industries

##### **Key Indicators**

- High job-absorbing growth
- Linkages with and development of local SMMEs
- Harness institutions, research and application capability
- Safe and conducive business environment
- Key sectors for investment – Agriculture, agro-processing, and rural development, trade and enterprise development, advanced manufacturing and industrial development, informal sector development and tourism and hospitality sector development

The following projects and programmes have been planned by the Gauteng Department of Economic Development which can support this outcome:

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status	Spatial Location
Aerospace Cluster Development Programme	The cluster programme entails developing a cluster that will provide an environment that enables specialised Aerospace local firms to develop the competitive ability to service large global markets and extend to serve many sectors of industry. The cluster development programme will empower companies to tackle the decline of the local manufacturing sector and promote reindustrialisation through deeper levels of localisation and exports	Clusters or business hubs	New	Planning	Centurion

## Goal 2: Economic Positioning

To strategically position City of Tshwane in the national economy  
and to build a resilient and transformed metropolitan economy

### Outcome 3: Self-Sustaining Communities Established

#### Current Reality

- High unemployment rate (35.0%) in townships
- 45% of households located in marginalised areas based on apartheid spatial structure. Communities in areas such Hammanskraal, Ramotse, Marokolong, Temba, Mabopane, Soshanguve, Winterveld based on the outskirts of the City
- The informal economy is growing faster than the formal economy and subsistence incomes are not conducive to household savings
- There is a need to enable an economy that works for all, prioritises human well-being and decoupled from natural resource exploitation
- High levels of inequality continues to divide society and poses a threat economic development and social cohesion
- Interruptive business forums affecting delivery
- Growing informality and Low productivity in the informal economy
- Under-exploited LED opportunities based on the endowments in community spaces
- High dependency/welfare and non-developmental approach to communities

<b>Critical Analysis</b>	<ul style="list-style-type: none"> <li>• Lack of community planning initiatives</li> <li>• Need to enable community buy-in and community driven approaches to identifying projects and economic opportunities</li> <li>• Need deeper understanding on how to approach economic participation of marginalised communities</li> </ul>
<b>Implications / Required Interventions</b>	<ul style="list-style-type: none"> <li>• A massive and well-focussed skills development and informal/micro/small business development programme to be coordinated between City and Small Business Development, (SEDA)</li> <li>• Need to look at a new economic development model that is more inclusive and creates opportunities for communities to participate and bring sweat equity to the table - Community productions systems</li> <li>• Social Solidarity Economy/ identifying and developing community-based enterprises to participate in service delivery</li> <li>• Enhanced access to market for community enterprises especially in marginalised areas eg rural, township, and informal areas</li> </ul> <p><b>Key Indicators</b></p> <ul style="list-style-type: none"> <li>• Breaking business forums stronghold on community projects</li> <li>• Local production of goods and services</li> <li>• Cooperatives, micro- and small businesses and township industries thriving</li> <li>• Promote new paradigms and innovative models</li> </ul>

The following projects and programmes have been planned by the Gauteng Department of Economic Development which can support this outcome:

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status	Spatial Location
Township SMME Brick Manufacturing Programme	Contractor development programme for 21 brick manufacturers who are township based in partnership with Lepharo Incubation Programme; SABS; and PPC Cement. The programme covers COJ; COE; and COT.	Brick manufacturing sites where the SMMEs are manufacturing bricks	Upgrading of SMME manufacturing sites.	2nd year implementation	Soshanguve Mabopane Attridgeville Hamanskraal Rooival, Garankuwa Pretoria West
Establishment of Alternative Digital Content Consumption Platforms	Incubation programme for 20 SMMEs within the digital creative services industry who have developed concepts for distribution and consumption of digital creative and entertainment content for music; film; animation; gaming; visual; art; fashion products. The project is rolled out in partnership with the South African Creative Industries Incubator in Eersterus.	Creative industries SMME hub	None	1st year implementation	Tshwane



## Goal 2: Economic Positioning

To strategically position City of Tshwane in the national economy and to build a resilient and transformed metropolitan economy

### Outcome 4: Circulation of money in the local economy maximised

#### Current Reality

- Slow erosion of private capital investments reducing investment in local economy
- Highly regulated environment inhibits innovation and creativity
- Low levels of circulation especially in marginalised areas
- What are the levels of retention and money circulation of public and private investment in the local economy?
- Interruptive Business forums affecting local economic initiatives

#### Critical Analysis

- Measure level and impact of public and private investment on local companies and use of local labour, retention of money in local economy.
- Optimise and balance local people and place benefits and broader economic competitiveness

#### Implications / Required Interventions

- Need to create an enabling environment for investment and an ongoing improvement programme
- Interventions to enable more local production and limit leakage of money and wealth from the metropolitan economy – generate better understanding of extent of retention and circulation of money in the local economy
- Promote “Buy Local”

##### Key Indicators

- Multiplier effect of investment and spending in the local economy increased
- Viability of local economy and sustainable development enhanced
- Promote new paradigms and innovative models
- Breaking Business Forums stronghold on community projects

## Goal 3: Spatial Restructuring and Environmental Sustainability

To develop a transformed, efficient and sustainable spatial form as a dynamic platform for the economy and integrated human settlements

### Outcome 1: Natural resource base protected and harnessed

#### Current Reality

- City of Tshwane is part of a Biodiversity hotspot region, one of 36 in the world
- 93,1% of the City of Tshwane Open Space System has no legal protection
- 53% of the metro area has been irrevocably transformed
- Only 29% of original vegetation remaining
- 50% of the aquatic system regarded as highly degraded and amongst the lowest ranked systems in the country
- Climate change impacts include: increase in frequency and intensity of flooding, decrease in availability of water, erosion of river courses, loss of critically endangered grasslands, reduction in yield of food production, etc

#### Critical Analysis

- Urbanisation pressures impacting on natural resource base (water, land and biodiversity protection)
- Industrial activity impacting on air quality
- Urban planning and land use management needs to intensify to limit carbon footprint
- Green opportunities identified but not yet fully embraced.
- Traditional economy that is not inclusive and not sufficiently focused on future opportunities related to sustainability
- Mismanagement of natural resources
- Climate change – increase susceptibility to natural disasters
- Limited awareness of value of natural systems
- On-going environmental degradation
- Degraded environment assets leading to poor water and air quality, threatens the existing situation and the viability of future generations

#### Implications / Required Interventions

- Valuing the costs of environmental goods and service and model that reduces that pressure for inappropriate commercial development
- Future proofing of strategic infrastructure investments in the city
- Protection interventions (water resources, high value agricultural land, sensitive eco-systems/ biodiversity, air quality, food security)
- Green energy

##### Key Indicators

- Support sustainable economic development and green economy
- Long term water sources, energy and food security supporting human settlements and human life well planned and managed
- Carbon footprint and air pollution reduced

The following projects and programmes have been planned by the Gauteng Department of Agriculture and Rural Development which can support this outcome:

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status	Spatial Location
Ornamental Food Crops and Nursery	Establishment of Indigenous Ornamental and Food Crops Nurseries Projects for Gauteng		New	Approved	City of Tshwane (TSH)
Fire Mangement	Prevention of veld fires through the creation of firebreaks and veld fuel supression		New	Approved	City of Tshwane (TSH)
BKB Community Mobilisation and clean ups	Environmental education on maintaining open spaces and Cleaning of illegal dumping areas to encourage proper disposal of waste		New	Approved	City of Tshwane (TSH)
Waste Reuse and Innovation	Creating innovative products through reuse of waste materials		New	Approved	City of Tshwane (TSH)
Wetland Rehabilitation	Soil erosion control & clearing of slangbos vegetation		New	Approved	City of Tshwane (TSH)
Bronkhourstspruit Alien Vegetation and Bush Encroachment Control	Removal of alien invasive and bush encroachment		New	Approved	City of Tshwane (TSH)

## Goal 3: Spatial Restructuring and Environmental Sustainability

To develop a transformed, efficient and sustainable spatial form as a dynamic platform for the economy and integrated human settlements

### Outcome 2: Functional, efficient and equitable spatial structure established and equitable access to land facilitated

#### Current Reality

- Persistent apartheid spatial pattern
- Mismatch between where the majority of people live and where the economic centres are located
- Insufficient housing opportunities within the inner city and other urban centres
- Inadequate rural settlement development
- Inadequate public transportation system
- Insufficient execution of planning strategy
- Cost of spatial inequality that is inefficient and persistent spatial legacy that impoverishes the poor
- Single use land use legacy which results in spatial inefficiencies and undermines economic growth opportunities
- Increased urban migration
- Legacy of segregated spatial planning
- Development challenges with regard to traditional land

#### Critical Analysis

- Uncontrolled urbanisation
- Invasion of land
- Informal settlements on undevelopable land
- Land not being used as a transformation lever
- Proactive land access programme needs/has to be developed
- MSDF and CIF implementation – progress and challenges

#### Implications / Required Interventions

- Implementation of MSDF and CIF to be accelerated and intergovernmental coordination and adherence to be promoted
- Rural Development that empowers communities where they live so that they are not forced to leave out of desperation
- Cross Border planning around economic functionality and exploiting opportunities around the sub national corridors with neighbouring municipalities
- Densification of well-located areas with affordable housing opportunities
- Corridors linking residential and economic nodes are mixed use and mixed incomes
- Encourage business opportunities in residential areas without impacting on residential quality of life
- Land release programme for development of new integrated human settlements including traditional land
- Inner city and other CBD affordable housing programmes – opportunities for young people and families to live in more central locations
- Affordable public transportation and mass transit systems

#### Key Indicators

- Connecting and Integrating places and communities across metro space
- Strategic land packaging, release, and land use management
- Efficient, smart, sustainable and cost-effective connectivity and movement of people, goods and services within metro and beyond

## Goal 3: Spatial Restructuring and Environmental Sustainability

To develop a transformed, efficient and sustainable spatial form as a dynamic platform for the economy and integrated human settlements

### Outcome 3: Each settlement within the metro defined, designed, planned and managed as a green and smart place in an integrated and dedicated way

#### Current Reality

- Settlement system defined in MSDF
- Precinct plans developed
- Growing and undirected informality that results in the municipality being reactive rather than proactive to informal settlements and development
- Lack of a prioritisation model/implementation
- Dual spatial and land Governance systems

#### Critical Analysis

- More focused high level settlement/area development plans with long-term, future perspective – precinct plans specific to each area needed.
- Standards, criteria and modalities to be detailed – functional, green and smart places
- Priority areas to be addressed in more focussed way – where the majority reside and transport linkages between places

#### Implications/ Required Interventions

- Implementation of SDF and CIF to be accelerated and intergovernmental coordination and adherence to be promoted within a more detailed settlement level prioritisation and framework:
- High level Settlement development plans (Precinct Plans)– vision for development of each specific settlement/area – linked to goal 4 and 5 – package of infrastructure and service provisioning per settlement – model and quantify investment requirements, maintenance over long-term.
  - Prime Investment Corridor
  - Priority Housing Development Areas
  - Catalytic projects
  - Economic nodes
- More social and rental stock in traditional economic nodes
- Spatial positioning of the city in the Sub-Saharan, Provincial and National economy
- Productive investments in townships that link to priority spatial sectors
- Need to create an enabling regulatory environment
- Lack of a differentiated rural development strategy
- Development of Rural Development strategy to meet the needs of rural communities
- Functional rural strategy that talks to cross border integration related to rural and agricultural development

#### Key Indicators

- Consolidation of existing settlements and development of new settlements/cities according to urban planning principles, mixed income and housing typology, and prescribed social and economic service access norms and standards and targets across settlement types: Townships, informal settlements, urban centres/CBDs, urban nodes, villages, rural settlements

The following projects and programmes have been planned by the Gauteng Department of Sport, Art, Recreation and Culture which can support this outcome:

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status	Spatial Location
Demolition & Rebuilding of HM Pitje Stadium	The demolition of HM Pitje stadium is required as the built stadium was not accepted by municipality & community. A new stadium will need to be built after the demolition	Stadium	Upgrade	Planning	City of Tshwane (Mamelodi)
Refurbishment of Enkangala	Refurbishment of an existing sports facility	Stadium	Upgrade	Initiation	City of Tshwane

## Goal 4: Infrastructure Engineering

To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure

### Outcome 1: Economic production adequately supported by infrastructure networks and systems

#### Current Reality

- Economic nodes defined in MSDF
- Decreasing revenue from national/provincial govt
- Devolution of functions without the requisite funding
- Sprawling development results higher and prohibitive per capita cost for infrastructure development
- Technology gap
- Scarce water resources
- Ageing infrastructure resulting in high rates of service delivery failure
- Availability of bulk infrastructure

#### Critical Analysis

- Significant backlog of infrastructure investment
- Infrastructure master plan and quantify infrastructure investment required
- Strategic infrastructure investment and project preparation needed

#### Implications / Required Interventions

Economic infrastructure investment to be undertaken in terms of economic investment nodes defined in MSDF and CIF:

- Priority Investment Areas (TOD/Spatial Transformation) – Integration Zone; Inner City;
- Priority Investment Areas (Greenfields) – Automotive development, research and manufacturing
- Priority Investment Areas (Rural) Bronkhorstspuit, Ekandustria, Zithobeni, Ekangala , Rethabiseng; Cullinan and Refilwe
- More rigorous quantification and modelling of infrastructure investment requirement
- Innovative funding models required to address renewals and replacement of key infrastructure
- Single “all of government” Infrastructure plan that includes infrastructure for economic growth
- Infrastructure for catalytic projects and economic sector growth
- Develop a Common Demand Scenario (quantity and location) that directs all sector planning and investment

#### Key Indicators

- Planning, funding, installation, maintenance and operation of Infrastructure undertaken in viable, sustainable and adequate manner
- Infrastructure networks strategically supporting each specific economic node, precinct enabling business connectivity (including internet) and productivity
- Each infrastructure sector well planned and managed: water, sanitation, power, roads, public transportation and telecommunications.

## Goal 4: Infrastructure Engineering

To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure

### Outcome 2: Integrated human settlements adequately supported by Infrastructure networks and systems

#### Current Reality

- Poor maintenance of municipal infrastructure and asset management
- Ageing Infrastructure
- Disparate standards of infrastructure development and related service delivery as a consequence, multiple infrastructure authorities being present in the space of City of Tshwane. We have to attend to villages in the north Marokolong, Ramotse; Mashemong; Mandela Village etc. and areas without adequate basic services such as Sokhulumi; Onverwacht and many other informal settlements in the city that needs provision of proper services
- Low density development for government housing programme
- No Roads renewal/master plan – Master Plans are outdated and needs to be updated
- Interruption of projects by Business Forums

#### Critical Analysis

- Urban sprawling needs to be contained
- Need to control development according to visionary spatial form and settlement plans – infrastructure investment to be based on these plans and to follow accordingly.
- Inadequate relationship and coordination between provincial sector departments and city (Roads – Department of Transport, etc)
- Disaster management funding challenges
- Criteria for funding by other spheres of government not prioritising the City



## Goal 4: Infrastructure Engineering

To mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure

### Outcome 3: Green, smart and innovative infrastructure networks and solutions deployed

#### Current Reality

- Current infrastructure funding and modelling based on traditional approach which is costly
- Inadequate skills to drive green infrastructure solutions

#### Critical Analysis

- High level of poverty placing heavy financial and environmental burden on municipality
- Lack of concerted energy, leadership and collaboration around green infrastructure and the shift to alternative and more sustainable infrastructure and service delivery eg. Renewable energy
- Insufficient focus on alternative engineering solutions
- Bulk infrastructure network model driven approach – inadequate focus on on-site/modular solutions

#### Implications / Required Interventions

- Cost-benefit studies to establish viability of green infrastructure solutions and impacts
- Key Indicators**
- Provide resilient and cost-effective infrastructure for green place-making, green mobility solutions, on-site and off-grid solutions to mitigate costly and resource intensive bulk networks.

## Goal 5: Integrated Service Provisioning

Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places

### Outcome 1: Basic, community and social services provided and aligned at each settlement level according to prescribed norms, standards and standard operating procedures

#### Current Reality

- Underinvestment within the space of the city relating key provincial and national infrastructure assets
- Unfunded and underfunded mandates
- Abrogation of responsibilities for government infrastructure within the City. De facto devolution without the relevant resources
- Restrictive Performance Management System
- Low levels of productivity
- Customer relations management systems in place
- IT systems being integrated and aligned

#### Critical Analysis

- Intergovernmental alignment at each defined settlement level according to norms and standards not in place
- Outstanding government debt and unfunded mandates impacting on financial viability
- Obsession with capital budget with Insufficient focus and allocation of budget for operations
- ICT support always on standby. Connectivity available 95% of the time
- Lack of prioritisation method/tool to manage service provision in existing areas as well as roll out new services. Many competing needs and the Capital Budget cannot meet the demands of what needs to be provided for service provision

#### Implications / Required Interventions

Agreement between City and each sector to provide services within settlement/precinct plan framework focusing on outcomes and integrated impact (functional places):

- Integrated intergovernmental infrastructure plan, implementation strategy and pipeline of projects
- Integrated finance and funding strategy for infrastructure delivery
- Single integrated customer service level charter to underpin an all of government customer service pledge
- Rationalisation of roles and responsibilities to be more responsive to communities and their needs

##### Key Indicators

- Translation of each sector department, entity, municipality's mandate, powers and functions into service delivery standards, work methods and procedures within coordinated local delivery framework
- Performance measures and end-user responsiveness
- Community and customer management standards and systems
- Integrated complaint management systems
- Communication and outreach systems

## Goal 5: Integrated Service Provisioning

Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places

### Outcome 2: Universal access to services, decent shelter and affordable housing facilitated

#### Current Reality

- Lack of quality housing and basic service for the poor
- Poor and unsafe public transport with captive ridership
- Poor and inconsistent government service levels and slow responsiveness
- Imbalance of social vs economic spend (revenue generating vs revenue absorbing)
- High Cost of Housing
- Mode of delivery and high input costs resulting in and increasing affordability gap and threatening revenue of the city
- Cost of Spatial Inequality that is inefficient and persistent spatial legacy that impoverishes the poor
- Lack of quality housing and basic service for the poor
- Huge and growing service delivery backlogs

#### Critical Analysis

- Significant backlogs of service delivery with demand outgrowing supply
- Future growth not taken into account in calculations
- Current projections/modelling and delivery rates inadequate (backlogs):
  - Housing backlog
  - Water
  - Sanitation
  - Electricity
  - Roads

#### Implications / Required Interventions

Proposals to accelerate universal access to adequate housing and services to be discussed and agreed between City and National Treasury, Department of Human Settlements, Water and sanitation, Energy, Transport with appropriate funding/financing strategies.

##### Key Indicators

- Universal coverage of basic services to all households
- Reliable, quality services
- Affordability promoted
- Land development, land use and housing services coordinated and improved

The following projects and programmes have been planned by the Provincial Department of Human Settlements which can support this outcome

Project / Programme Name	Project Description	Type of Infrastructure	Type of Development	Project Status	Spatial Location
Tswaing Mega Project	Mixed Human Settlement Project (12 300 Housing Opportunities)	Human Settlements	New and Upgrade	Planning	Tshwane Metropolitan Municipality (New Eersterust)
Nelmapius Ext 4 Willows Mega Project	Mixed Human Settlement Project (11 053 Housing Opportunities)	Human Settlements	New	Planning	Tshwane Metropolitan Municipality (Mamelodi)
Park City Mega Project	Mixed Human Settlements Project (11 000 Housing Opportunities)	Human Settlements	New	Planning	Tshwane Metropolitan Municipality (Bronkhurspruit)
Cullinan Mega Project	Mixed Human Settlements (5016 Housing Opportunities)	Human Settlements	New	Planning	Tshwane Metropolitan Municipality (Cullinan)
3 D Danville Infil	Human Settlement Infill Development (140 units)	Human Settlements	New	Planning	Tshwane Metropolitan Municipality (Pretoria West)
3 D Danville Phase 2	Mixed Human Settlements Project (Housing Opportunities)	Human Settlements	New	Planning	Tshwane Metropolitan Municipality (Pretoria West)
3 D MooiPlaas - Phase 1	Informal Settlement Upgrading (2263 Housing Opportunities)	Human Settlements	Upgrading	Planning	Tshwane Metropolitan Municipality (Pretoria West)

## Goal 5: Integrated Service Provisioning

Enable residents to experience reliable, cost effective, viable, sustainable and seamless provisioning of services in functioning places

### Outcome 3: Innovative service delivery models and systems implemented

#### Current Reality

- Outdated modes of delivery with inadequate and insufficient partnerships
- Transient and functional presence in communities which undermines integrated and outcomes-based service delivery
- Outdated and ineffective growth and development model
- Lack of consolidated strategic data and innovations team
- Compliance is Stifling Innovation / Progress
- Improved data and evidence base
- Sector departments continue to work in silos and lack integration
- Lengthy approval processes

#### Critical Analysis

- Huge basic service backlogs growing faster and compounded by urbanisation
- Growing informality and impact on service delivery

#### Implications / Required Interventions

- Alternative service delivery models and mechanisms that can address cost, reliability and empowerment of communities
- Job linkage programmes as part of Job Creation War Room including training of youth on common business IT and software systems need to be considered

##### Key Indicators

Good practices and lessons embedded

- Knowledge and Learning networks
- Research and innovation labs
- Community-driven approaches
- Use of technology
- Fast, reliable and affordable service delivery

## Goal 6: Governance

Improve the performance of all three spheres of government and in relation to City of Tshwane developmental impact

**Outcome 1: The powers and core functions of each department, state entity and municipalities performed well in cooperation with each other and with stakeholders and communities**

### Current Reality

- Poor intergovernmental relations
- Self-serving sphere/sector/departmental culture
- Lack of policy coherence across the spheres of government
- Lack of accountability and ownership
- Institutional structures limiting strategic coordination
- Uncoordinated and misaligned government investment that fails to leverage the spend to respond to broader community development imperatives as well as under-exploiting the synergy dividend
- Public spend not sufficiently leveraged

### Critical Analysis

- Lack of accountability and transparent governance especially in use of public resources
- Lack of customer relations management
- Accountability for integrated work and outcomes not defined and/or regulated
- Change management and performance management systems not enabling
- Local sphere takes on disproportionately high Levels of poverty challenge burdening the finances of the city
- Outstanding government debt and unfunded mandates

### Implications / Required Interventions

- Improve accountability and transparency
- Focus on how delivery plans and programmes come together to achieve outcomes contained in the MSDF
- Improve customer relations management
- Adopt technology to improve customer experience
- All of Government investment strategy for the one plan based on a reflective approach by sector departments on outcomes and impact, delivery models/mechanisms, coordinated approach with City

#### Key Indicators

- Enable seamless and effective service delivery and developmental impact related to improvement in quality of life of people, resilient and transformed economy and space.
- Joint Planning systems and mechanisms institutionalised
- Accountability of each individual national and provincial department and state entity for district/metro spatial and developmental outcomes and impacts embedded

## Goal 6: Governance

Improve the performance of all three spheres of government and in relation to City of Tshwane developmental impact

### Outcome 2: Social compacts developed and managed

#### Current Reality

- Partisan and insufficient social compacts
- Lack of prompt communication
- Poor and limited stakeholder engagement processes
- Process of Stakeholder engagement is top down
- Lack of a presence and area focus rather than a functional focus of government in close proximity/in the space of communities
- Inadequate platforms for community engagements tending which treats engagements as events as opposed to ongoing processes
- Trust deficit within the administration
- Negative media perceptions
- Administration failure leading to social uprising
- Growing distrust between the community and government
- Officials posturing to political demands outside of planned/consulted commitments
- Distrust driven by perceived/political interference with the administration from an SCM perspective
- Corruption and maladministration
- Lack of adequate law/by-law enforcement
- Consequence Management that is undermined by onerous regulatory environment, lack of summary dismissals and lifestyle audits
- Fractional narrow based deployment to all levels of the administration threatening and undermining administrative coherence, singularity of purpose and administration integrity thereby lowering morale amongst the rest of the institution
- Political instability impacting on providing clear strategic direction
- Current deployment approach is not sufficiently focused on ensuring the right levels of administrative leadership
- Growing Discontent leading to unrest and protest
- Concerted efforts to improve interaction and communication with stakeholders

#### Critical Analysis

- Lack of common understanding of how the city is going to grow/develop
- Strong “Us vs. Them” framing of society vs. the City
- Limited co-creation of plans and visioning
- Disempowered civil society and civil society structures
- Fragmented and divided society with inadequate social cohesion.
- Political and Administrative Responsibilities Blurred

#### Implications / Required Interventions

- Rationalized, streamlined and effective platforms for ongoing community engagements
- Administratively there is a need for an institutional structure that would deal with community engagements and that structure should be in the presence of communities
- Need to develop more, meaningful and non-partisan social compacts
- Co-creation of communities in service delivery provision to instil civic pride and ownership
- Use and activation of Public spaces to integrate communities and build social cohesion
- Sustained, sustainable and developmental inter-governmental approach to dealing with homeless and xenophobia.
- Improving the accountability of the administration

#### Key Indicators

- Stakeholder and community involvement deepened
- Cohesive societal relations
- Key and critical issues and contestations managed
- Society wide buy-in and commitment to jointly created vision and outcomes
- Coordination and participatory platforms

The following projects and programmes have been planned by the Provincial Department of Community Safety which can support this outcome

<b>Project / Programme Name</b>	<b>Project description</b>	<b>Type of Infrastructure</b>	<b>Type of development</b>	<b>Project status</b>
Soshanguve Rehab Centre	Construction of an In-Patient Rehab Centre accommodating for 120 beds, Total Area 4280m <sup>2</sup>	Inpatient Drug Rehabilitation Centre	New Infrastructure and Repair	Design
Rehabilitation and Renovation of 13 X GDSD Institutions	Refurbishment and repair of GDSD institutions to ensure appropriate standards of service and accommodation.	Child Youth Care Centre	Rehabilitation, Renovations and Refurbishments, Upgrade and Additions	Project Initiation
Rehabilitation of Soshanguve CYCC	Overhaul and Restore FSM CYCC buildings to fully functional condition, this will be inclusive of Building works including the renovations of certain blocks identified to be uninhabitable for children and de-commissioning of dormitories that are not functional, at the place of safety (total of 4 blocks have already been de-commissioned).		Rehabilitation, Renovations and Refurbishments, Upgrade and Additions	Construction



## Goal 6: Governance

Improve the performance of all three spheres of government and in relation to  
City of Tshwane developmental impact

### Outcome 3: Local institutional capacity and social capital developed and harnessed

#### Current Reality

- No assessment of array of public, private, professional, academic, research institutions embedded in the City
- Short-termism thinking inhibits strategic visioning and development
- Disempowered communities and not enough partnership which undermines an all of society approach
- Brain drain
- No cogent social capital development programmes
- Public protests
- Lack of and poor institutions within marginalised communities

#### Critical Analysis

- Lack of appreciation of the value of institutional resources available and their role in influencing and supporting service delivery and development
- Inadequate focus on valuing and harnessing partnerships
- Economic Development approach and philosophy not incorporating community development and people upliftment perspectives

#### Implications / Required Interventions

- Identify responsive interventions based on community and organisational needs, aspirations, assets and to activate agency and contributions of communities and social partners
- Develop partnership based modalities for the various DDM transformations

#### Key Indicators

- Build capability and local resource base across government, academia, research, advocacy, private sector, communities.
- Solution seeking collaborations between government, business, labour, tertiary institutions etc
- Institution building, partnerships, learning networks

## 7.2 Long-term Sector Commitments

Department	Project/ Programme	Description	Project Value	Status
National Department of Human Settlements	Fort West Ext 4&5	The project is expected to yield a total of 8 178 housing opportunities. Fort West is a mixed-use development with the following tenure options: fully subsidised, stand-alone units, fully subsidised walk-up units, rental units, social housing units, FLISP units and bonded/privately funded units. The project is well-located in terms of access to existing social and community facilities and job opportunities, such as the Pretoria-West Hospital, clinics, Kalafong Hospital, Atteridgeville Technical College and Pretoria Industrial area.	R3 005 385 994	Construction
Gauteng Department of Health	Boitumelo Clinic	Construction of new clinic	R132 600 000	Construction
Gautrain	Centurion Gautrain Station	Implementation of commercial developments and infrastructure enhancements to increase operational efficiency and customer experience at Centurion Station	R600 000 000	Planning
Gauteng Department of Economic Development	Tshwane SEZ	In the Northern Corridor, the goal is to position Tshwane's economy as the hub of the automotive industry in Gauteng. Other sectors include agriculture and agro-processing, defence, the aerospace and aviation cluster as well as the innovation, research and development cluster anchored around the Gauteng Innovation Hub, Universities and Research Institutes. The Capital City's inner-city and township economy constitute a major part of our vision for the future of City of Tshwane. <ol style="list-style-type: none"> <li>Expansion of the BMW and Nissan plants and the development of the new Auto City in Rosslyn;</li> <li>The Ford investment in Silverton and the creation of the Automotive Special Economic Zone;</li> <li>Menlyn Maine development;</li> <li>Castle Gateway Precinct;</li> <li>The renovation of Babelegi, GaRankuwa and Ekandustria industrial parks</li> </ol>	R50 000 000 000	Construction

TABLE 3: LONG-TERM SECTOR COMMITMENTS

### 7.2.1 Spatial Representation of the Sector Commitments in the City of Tshwane Metropolitan Space

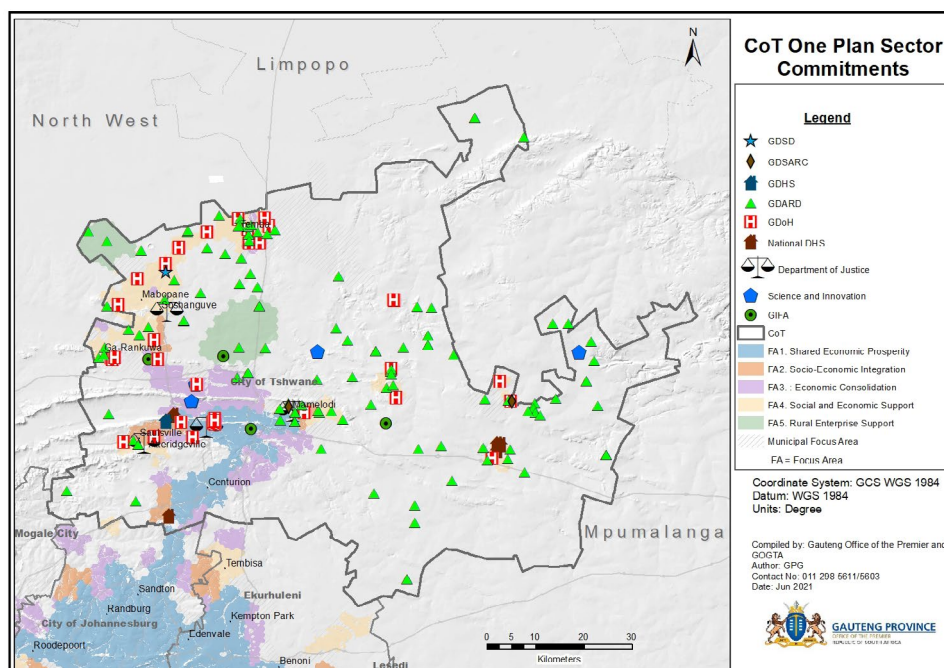


FIGURE 11: CITY OF TSHWANE ONE PLAN MAP

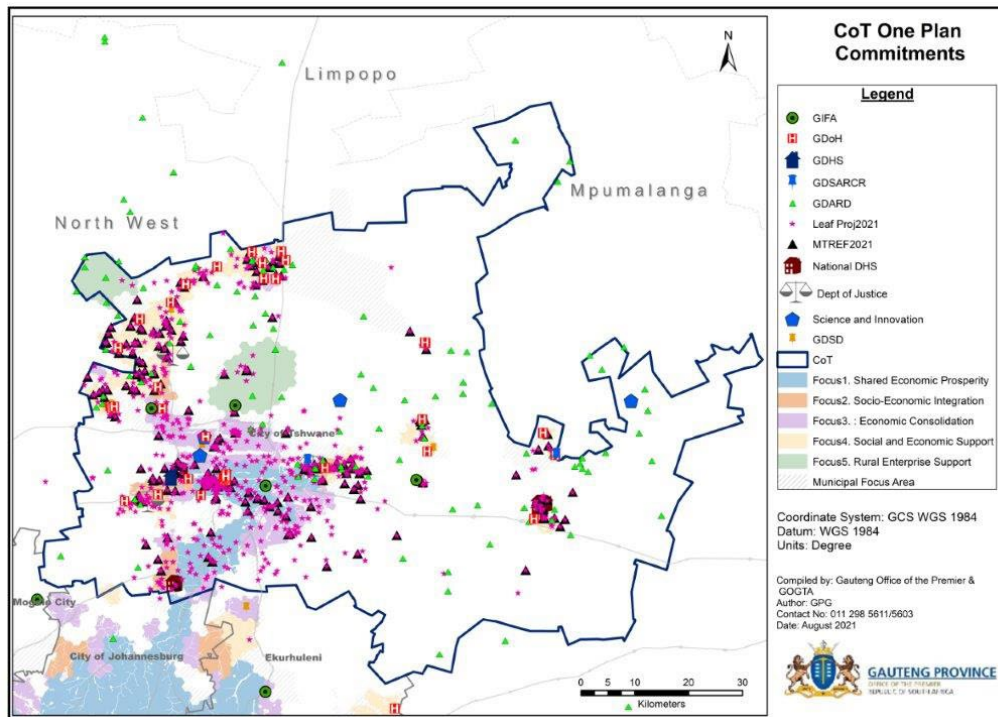


FIGURE 12: CITY OF TSHWANE ONE PLAN MAP

## 8. CONCLUSION

The draft plan is the foundation for initiating improved intergovernmental planning and implementation in relation to development of the envisaged desired future and determining the high impact city strategies and actions that will directly result in realising the desired future in the city.

The City of Tshwane, through its IDP, SDF, Built Environment Performance Plan, 2020/21, the Annual Municipal Budget and Benchmark Engagement 2021/22 and other strategic documents, is aware of the challenges presented by current urbanisation and economic development demands. It is also clear that the IGR processes between the three levels of government need to be revisited and developed into a robust forum of mutual co-operation.

This visionary and transformative approach aimed at impact is critical and will be the driver for configuring the resourcing and budgets across all spheres and sectors which will be consolidated into implementable commitments.

