



SPATIALY TARGETED INVESTMENT

GLOBAL PLATFORM FOR SUSTAINABLE CITIES - AFRICAN REGIONAL WORKSHOP

15 May 2018 – Abidjan Côte d'Ivoire

Herman Pienaar

UN-HABITAT

CONTENT

- Context for capital investment
- Essential ingredients for capital planning
- Systems and models to support
- Outcomes

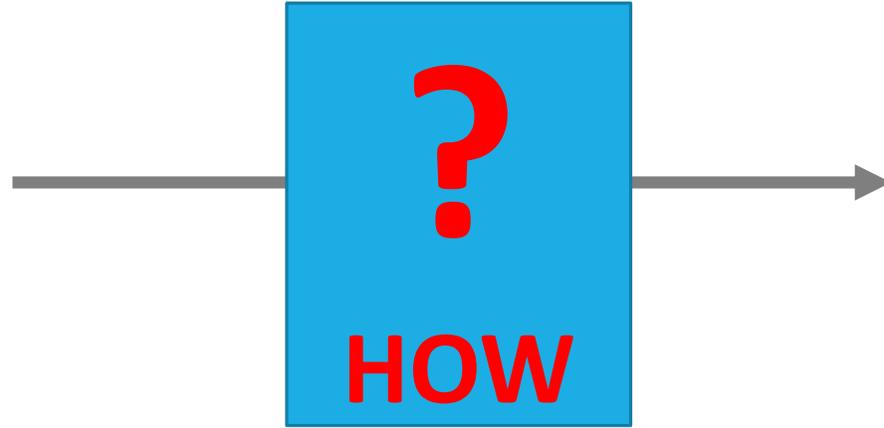
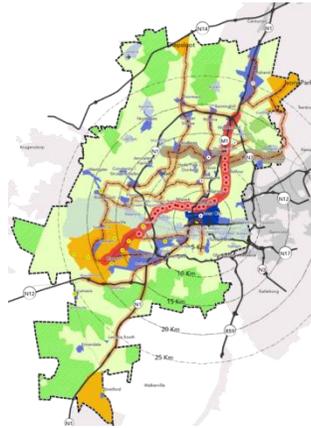
About Plans in General



Is planning only shadow boxing?

- Direct capital investment
- Link to sources of finance
- Central to decision-making

FROM PLAN TO IMPLEMENTATION



MUNICIPAL ENVIRONMENT

- Complex system and organization
- Legislative requirements and restrictions
- Political pressure and power
- Government interface with civil society, business and communities
- Institutional arrangements and power imbalances
- Mayoral priorities
- Various strategies
- Various pressure groups
- Budget approval on annual basis
- Urgent responses required - Decisions required on a daily basis

VISION, KEY OUTCOMES AND PRIORITIES



A Joburg that works is a South Africa that works

To create an enabling economic environment by making Joburg more responsive in the delivery of quality services.

Outcome 1 – Grow the economy and create jobs

Outcome 2 – Enhance quality of life by improving services and taking care of the environment

Outcome 3 – Advance pro-poor development that provides meaningful redress

Outcome 4 – Build caring, safe and secure communities

Outcome 5 – Institute an honest, responsive and productive government

Priority 1: Promote economic development and attract investment towards achieving 5% economic growth

Priority 2: Ensure pro-poor development that addresses inequality and provides meaningful redress

Priority 3: Create a culture of enhanced service delivery with pride

Priority 4: Create a sense of security through improved public safety

Priority 5: Create an honest and transparent City that fights corruption

Priority 6: Create a City that responds to the needs of residents

Priority 7: Enhance our financial sustainability

Priority 8: Encourage innovation and efficiency through programmes such as Smart City

Priority 9: Preserve our resources for future generations

What?

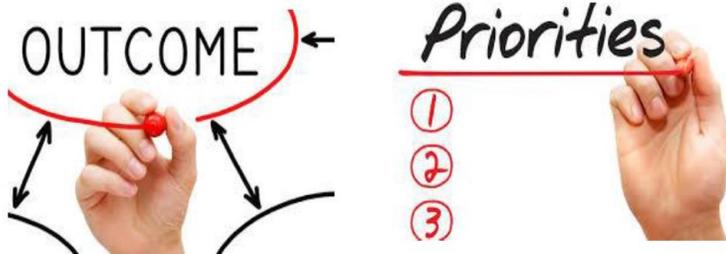
Where?

What is the plan?

Relationship and Interaction?

Interventions?

THE NEED FOR SPATIAL PLANS



Outcome 1 – Grow the economy and create jobs

Priority 1: Promote economic development and attract investment towards achieving 5% economic growth

Outcome 2 – Enhance quality of life by improving services and taking care of the environment

Priority 2: Ensure pro-poor development that addresses inequality and provides meaningful redress

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Priority 3: Create a culture of enhanced service delivery with pride

Outcome 4 – Build caring, safe and secure communities

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Priority 5: Create an honest and transparent City that fights corruption

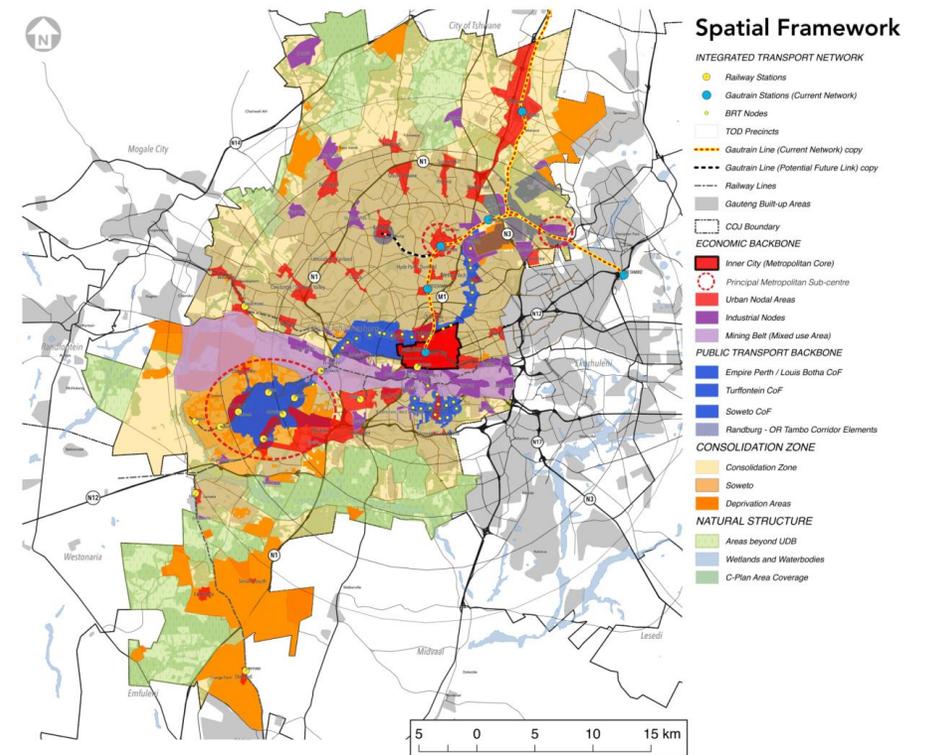
Priority 6: Create a City that responds to the needs of residents

Priority 7: Enhance our financial sustainability

Priority 8: Encourage innovation and efficiency through programmes such as Smart City

Priority 9: Preserve our resources for future generations

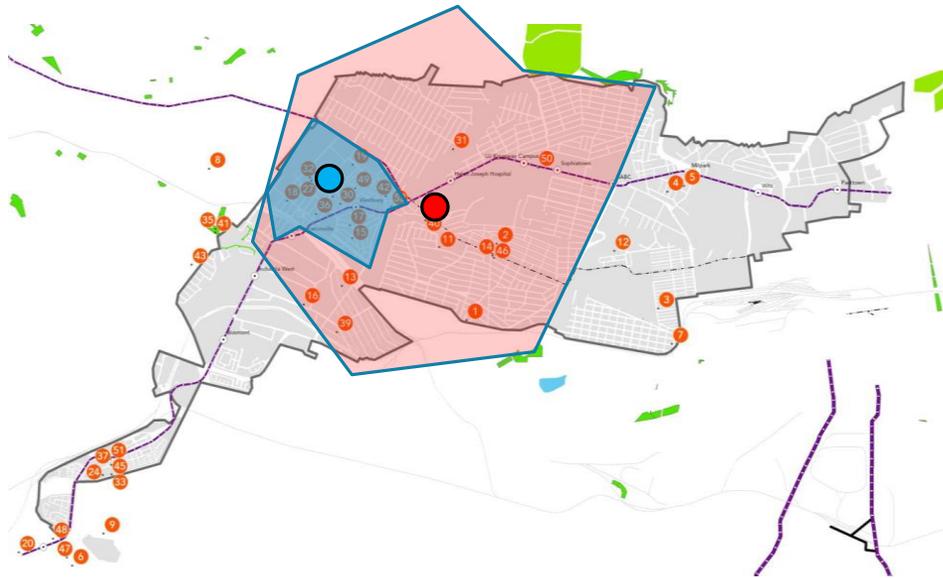
- Development vision
- Development approach / model – must solve problems
- Priority areas (programmes)
- Targets and outcomes
- Integration of sectoral plans
- Interventions required



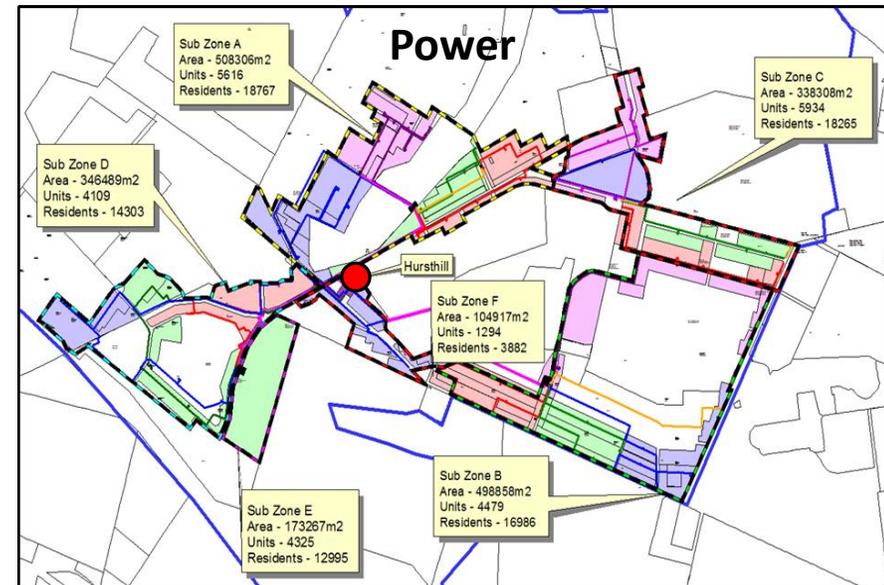
INFRASTRUCTURE INVESTMENT (CAPITAL) IS SPATIAL

- Asset management and refurbishment
- Backlogs and liveability
- Future growth capacity

LOCATION AND AREA AFFECTED



NETWORK/SYSTEM EFFECT



RELATIONSHIP TO SPACE

INDIRECT SPATIAL RELATIONSHIP

Spatial interpretation/solution

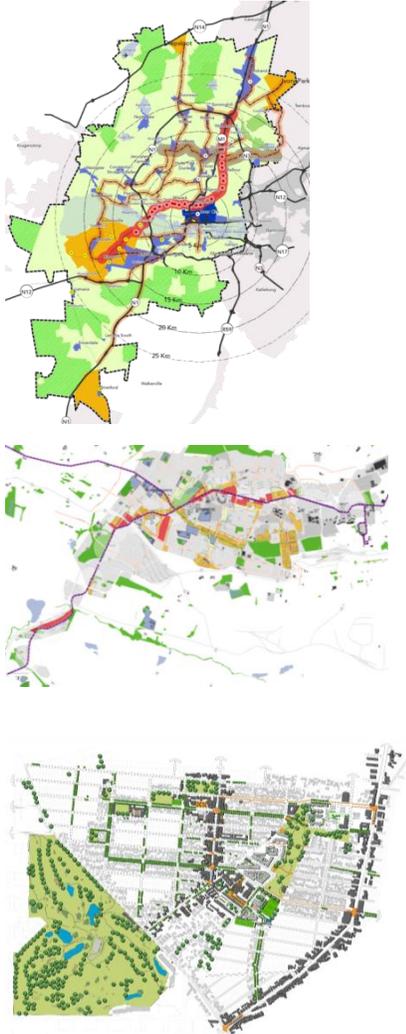
DIRECT SPATIAL RELATIONSHIP



How to make it work?

ELEMENTS FOR INTEGRATED DEVELOPMENT: PLANNING – INVESTMENT - OUTCOMES

PLANNING



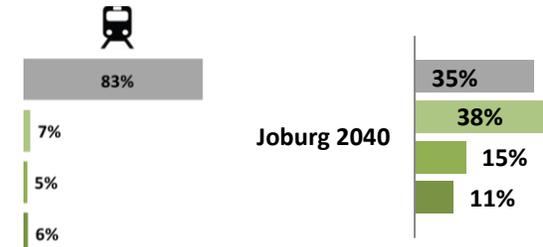
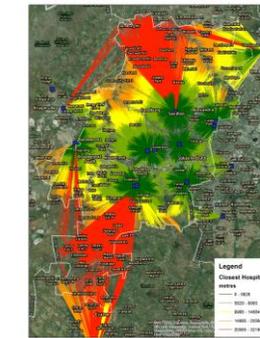
CAPITAL INVESTMENT



DEVELOPMENT FACILITATION

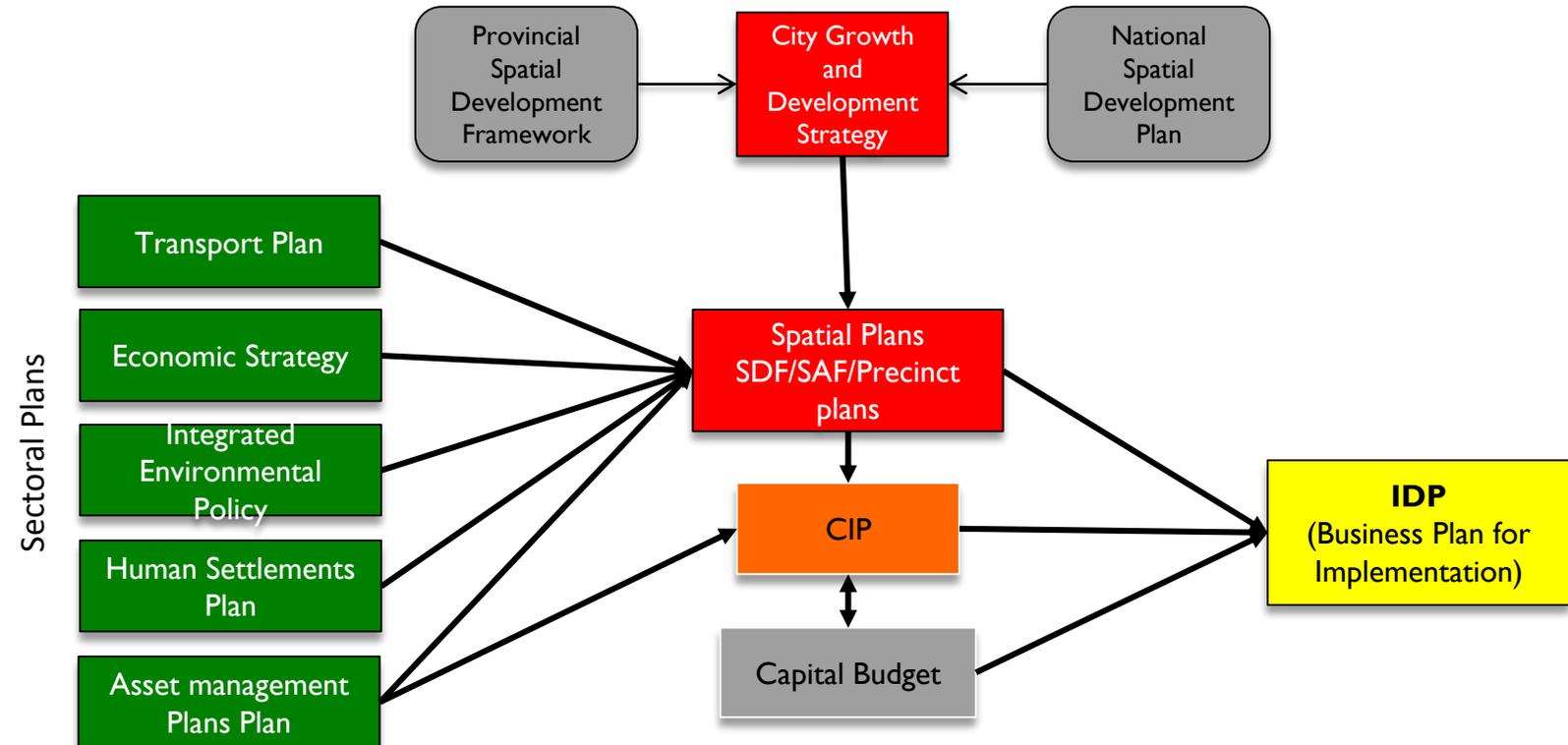
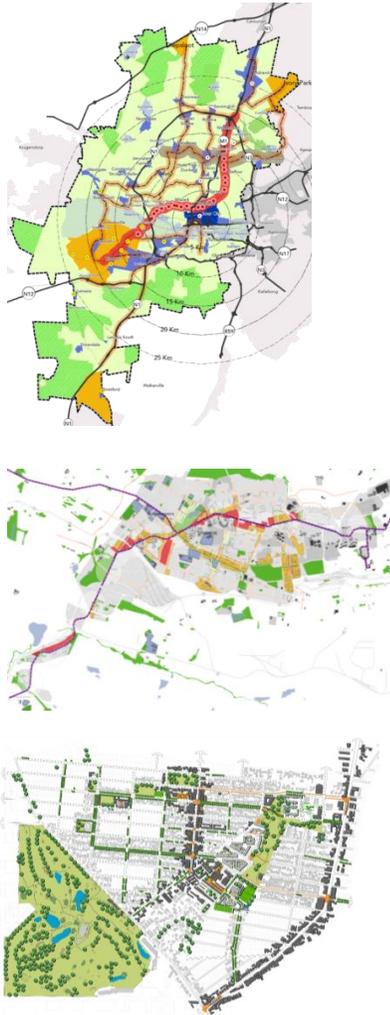


URBAN MANGEMENT MONITORING AND EVALUATION



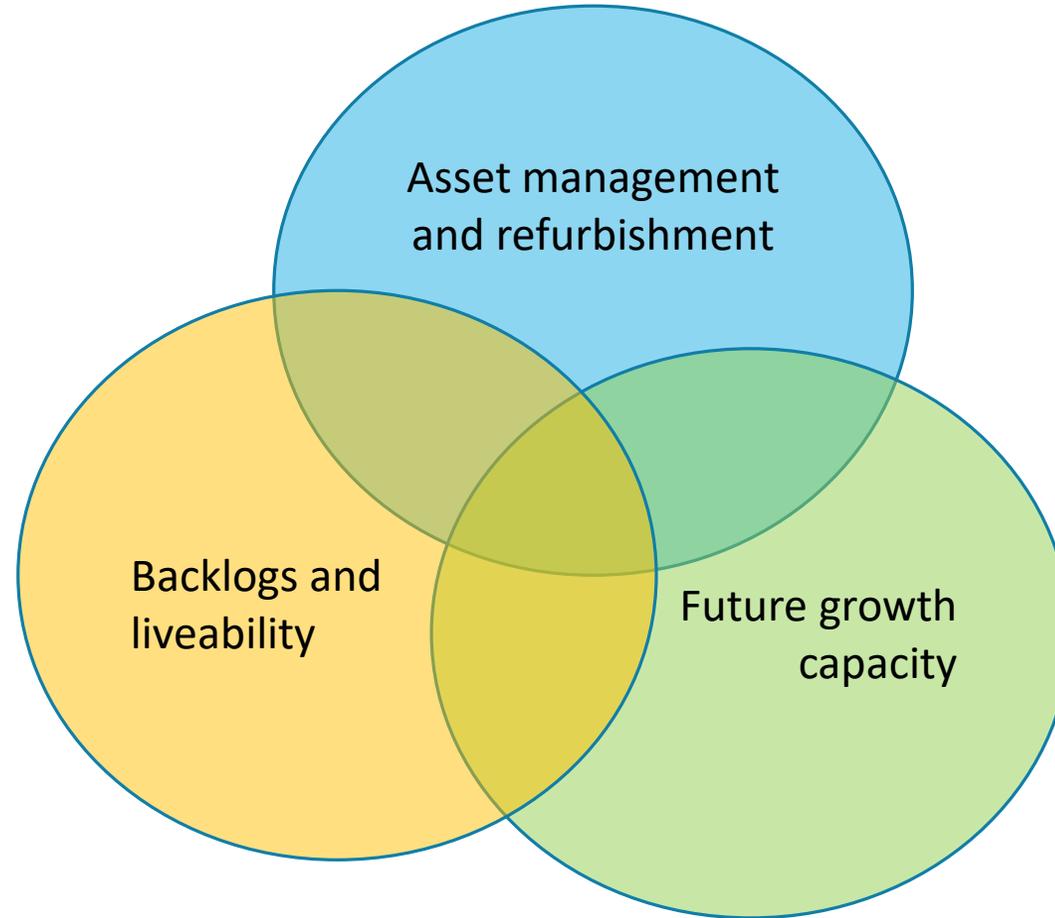
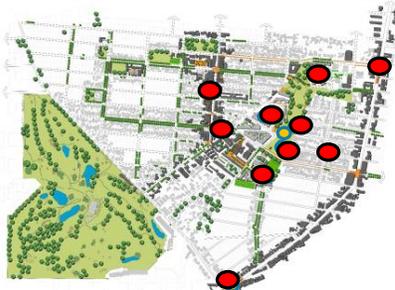
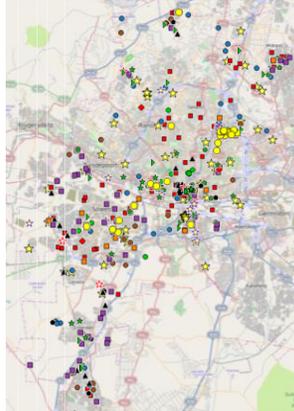
HIGH LEVEL STRUCTURE OF PLANS

PLANNING



CAPITAL INVESTMENT GAINS

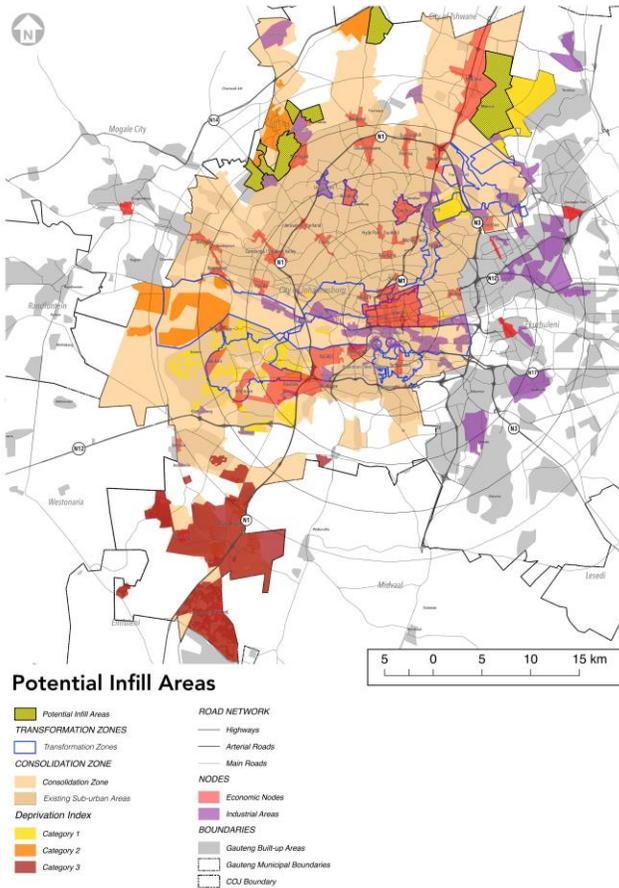
CAPITAL INVESTMENT



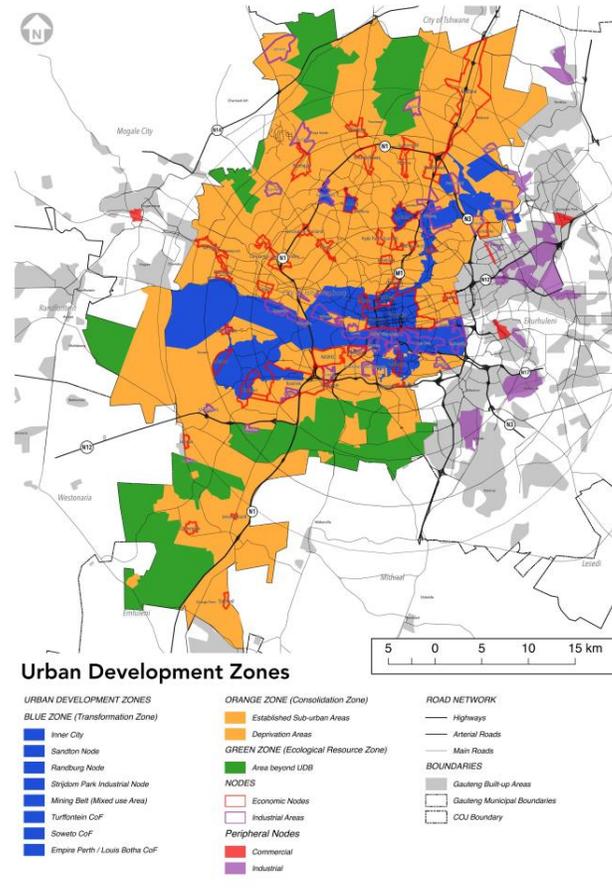
Individual pieces of infrastructure needs to do more than just one thing

SPATIAL TARGETING

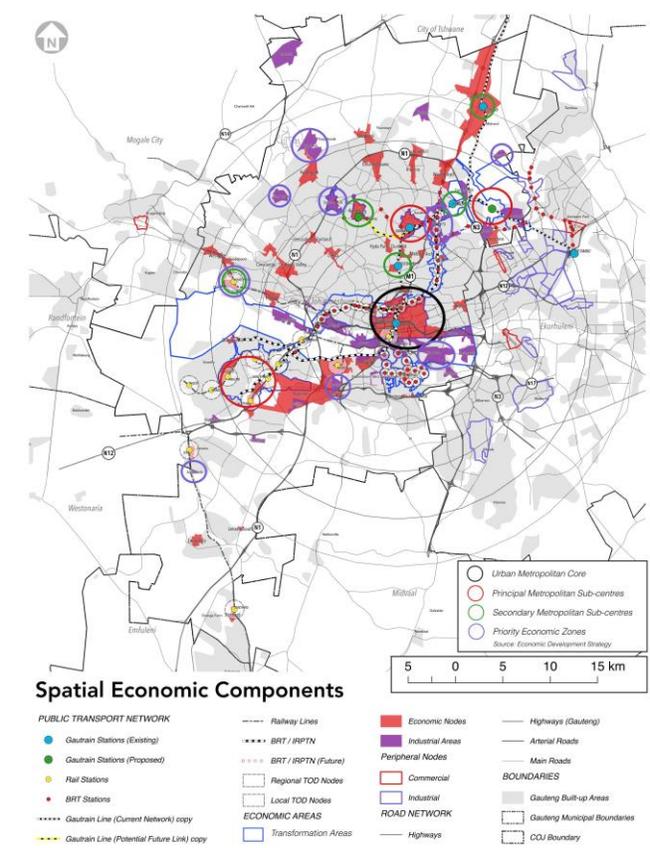
Deprivation Areas



Transformation Areas

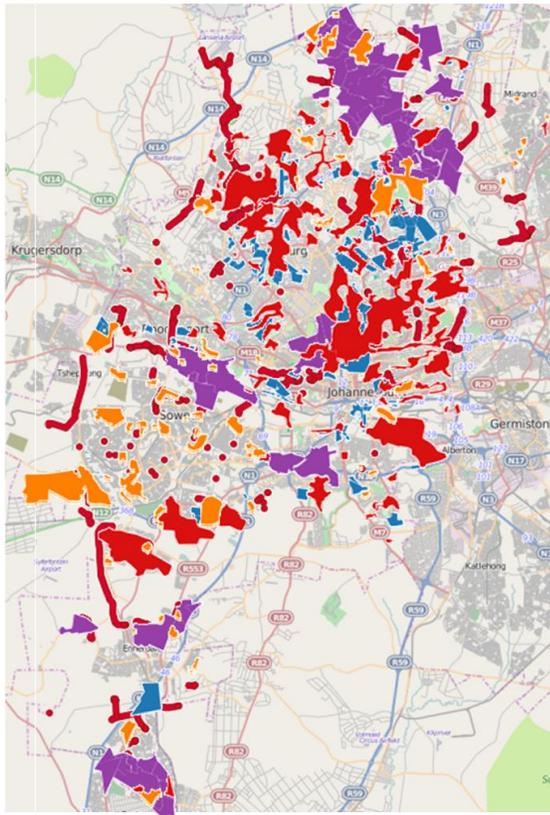


Economic Areas

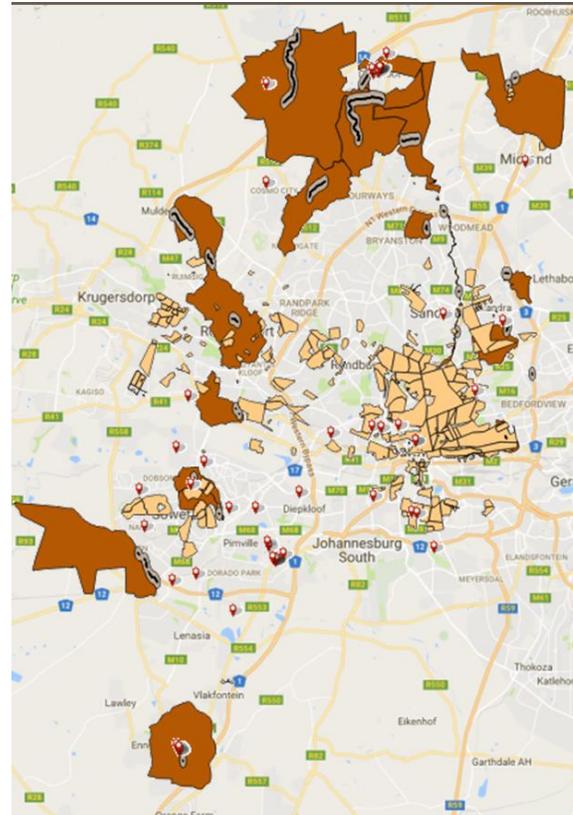


SPATIAL TARGETING FOR ASSET MANAGEMENT PLANS

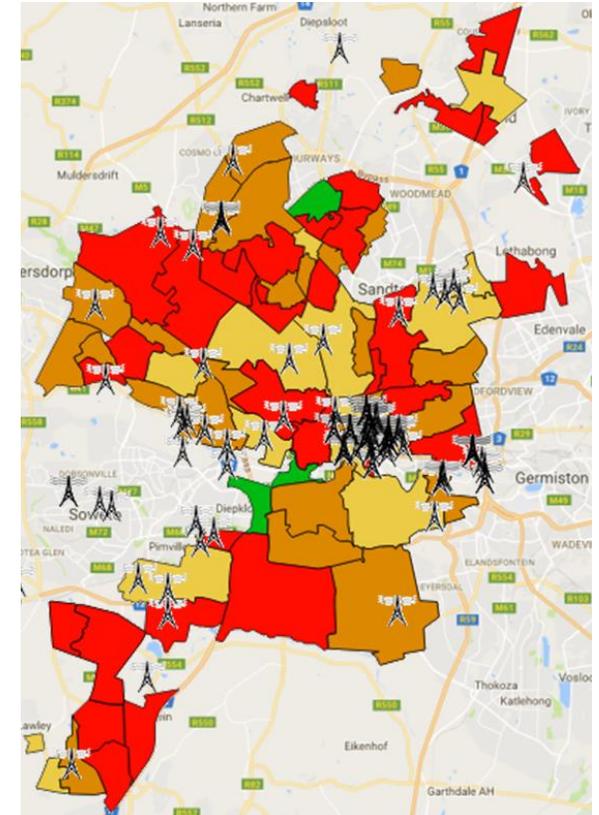
WATER



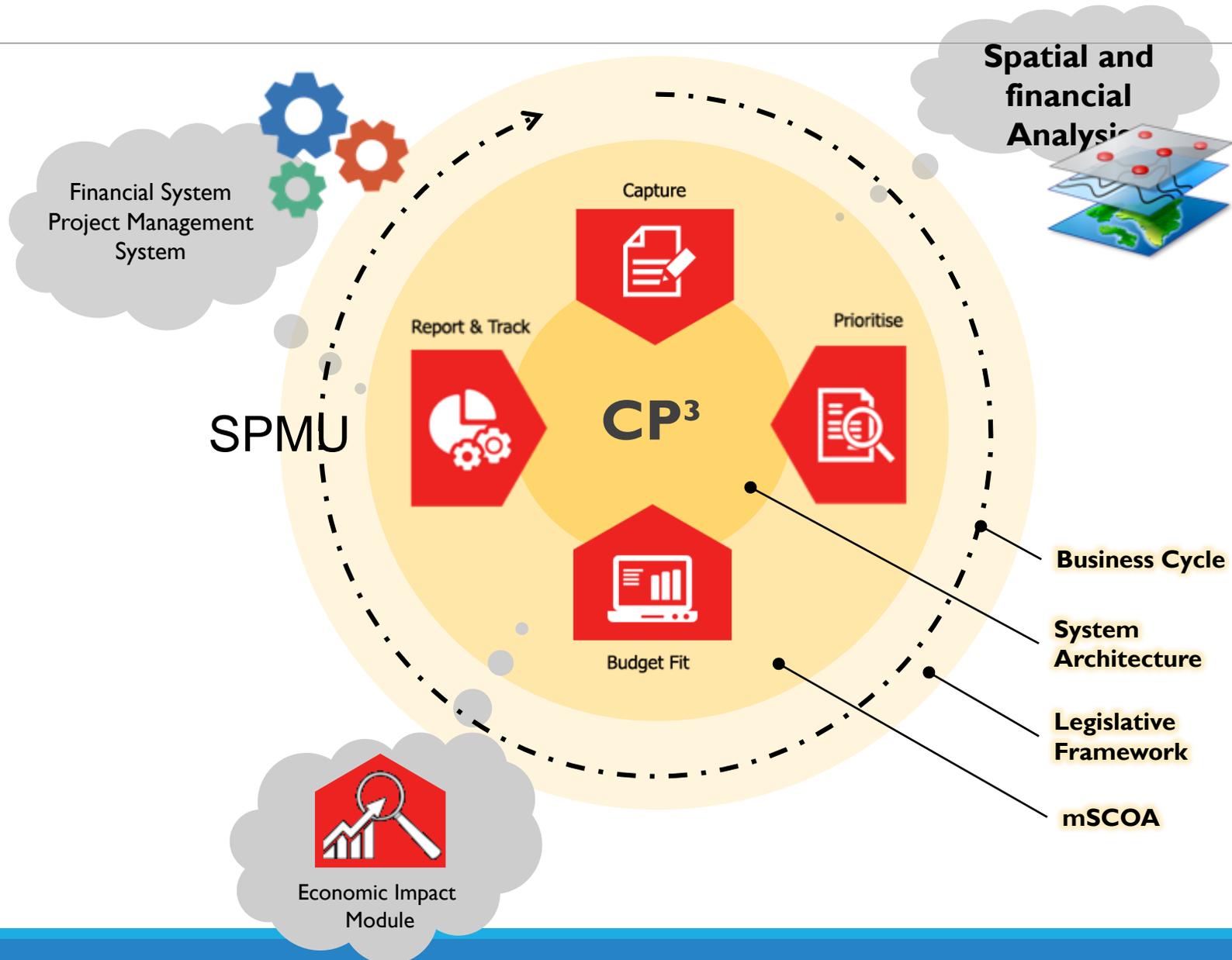
SEWER



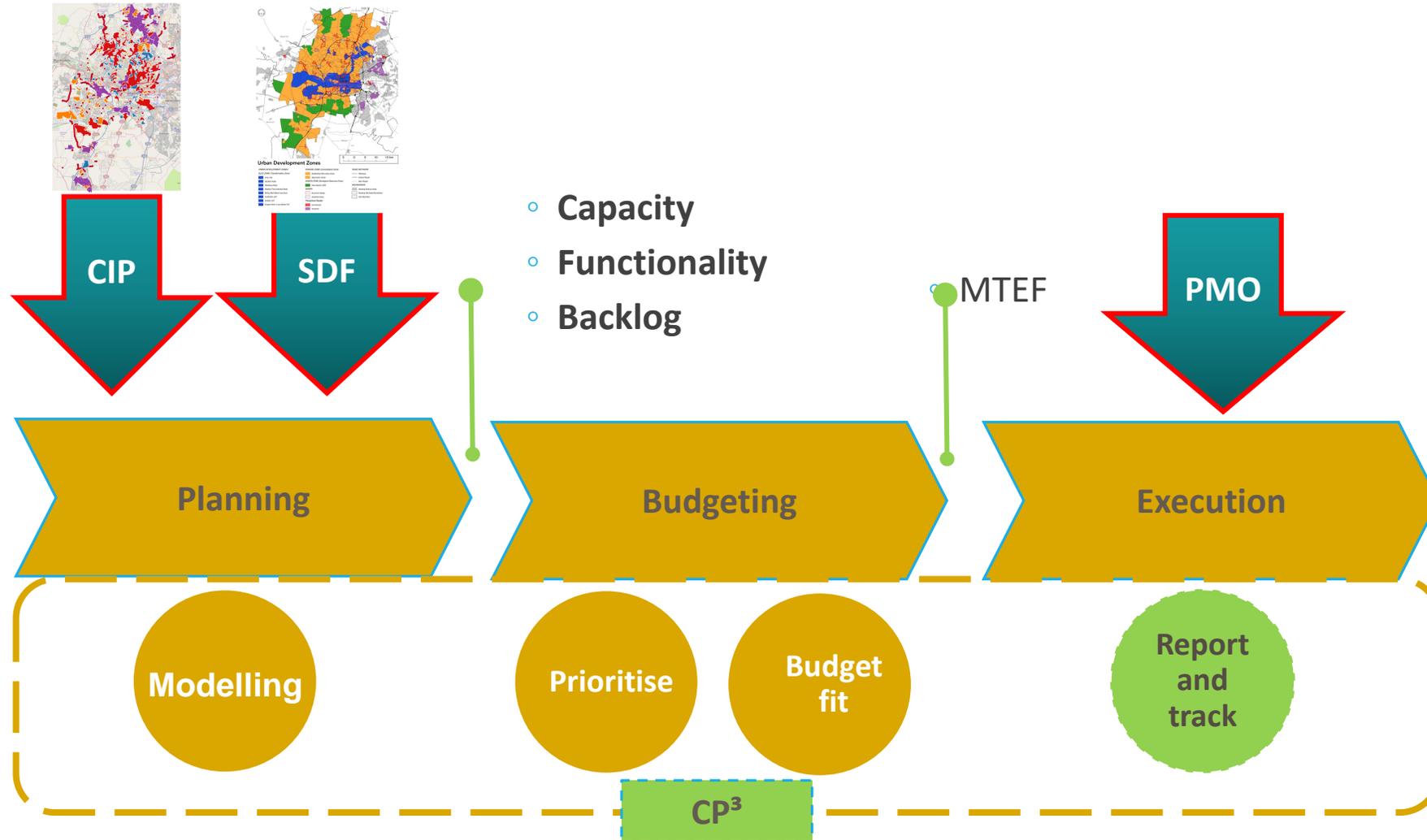
ELECTRICITY



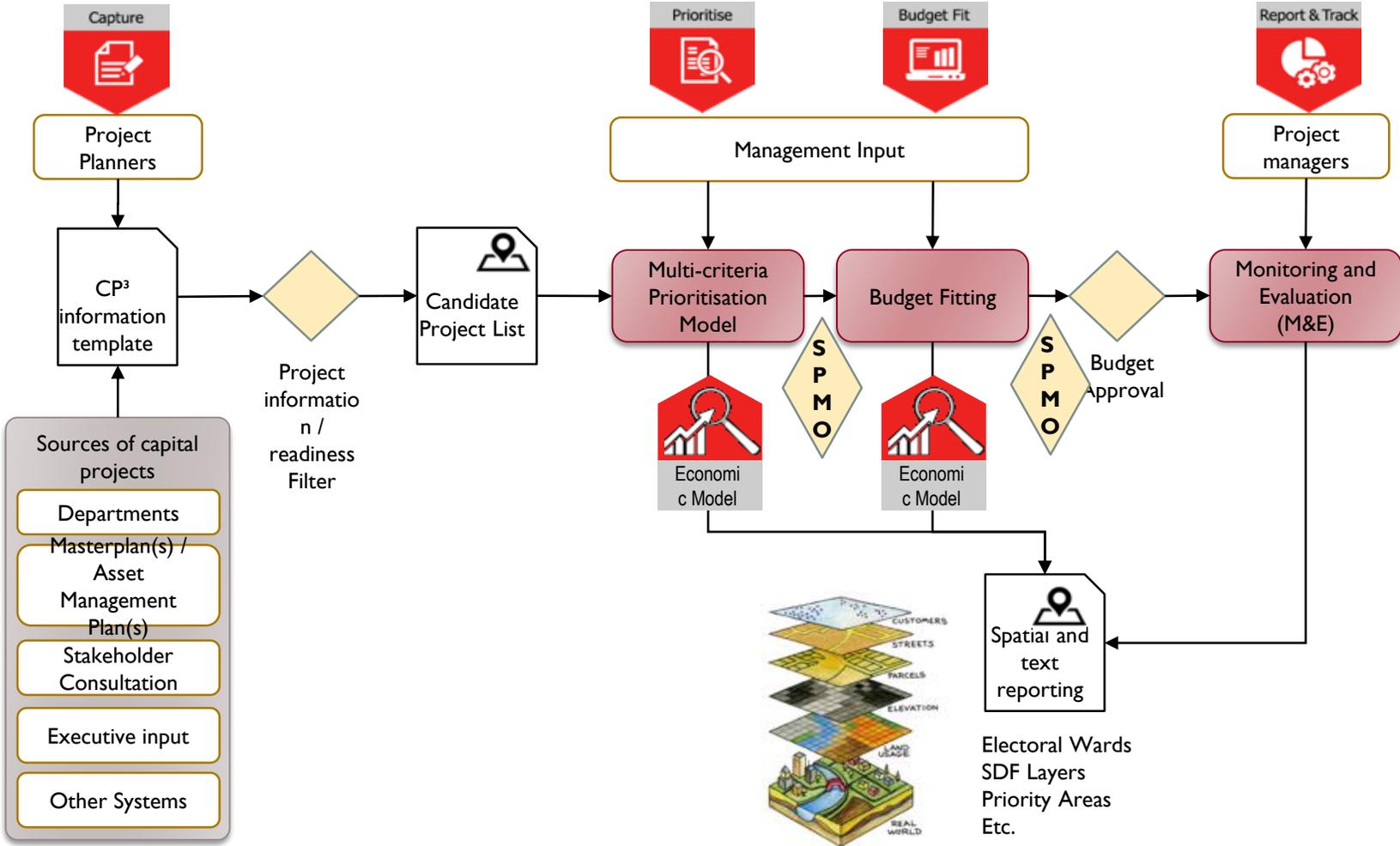
CP³ COMPONENTS



CAPEX Planning and Investment



BUDGET CYCLE



PRIORITISATION

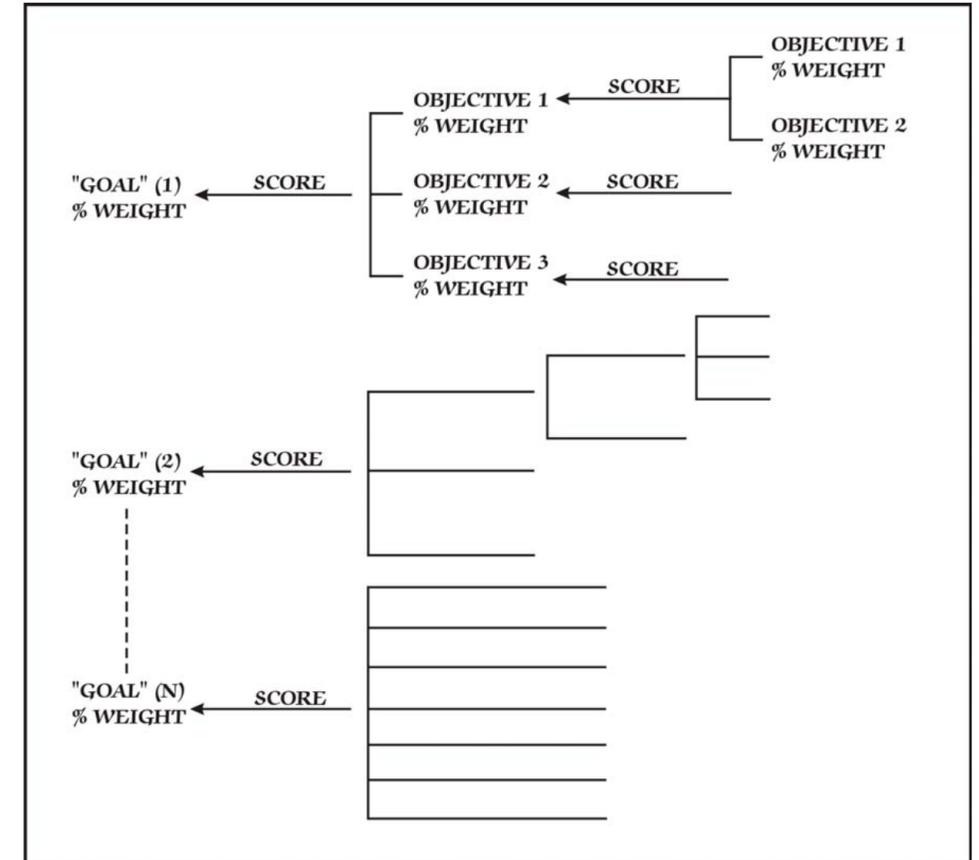
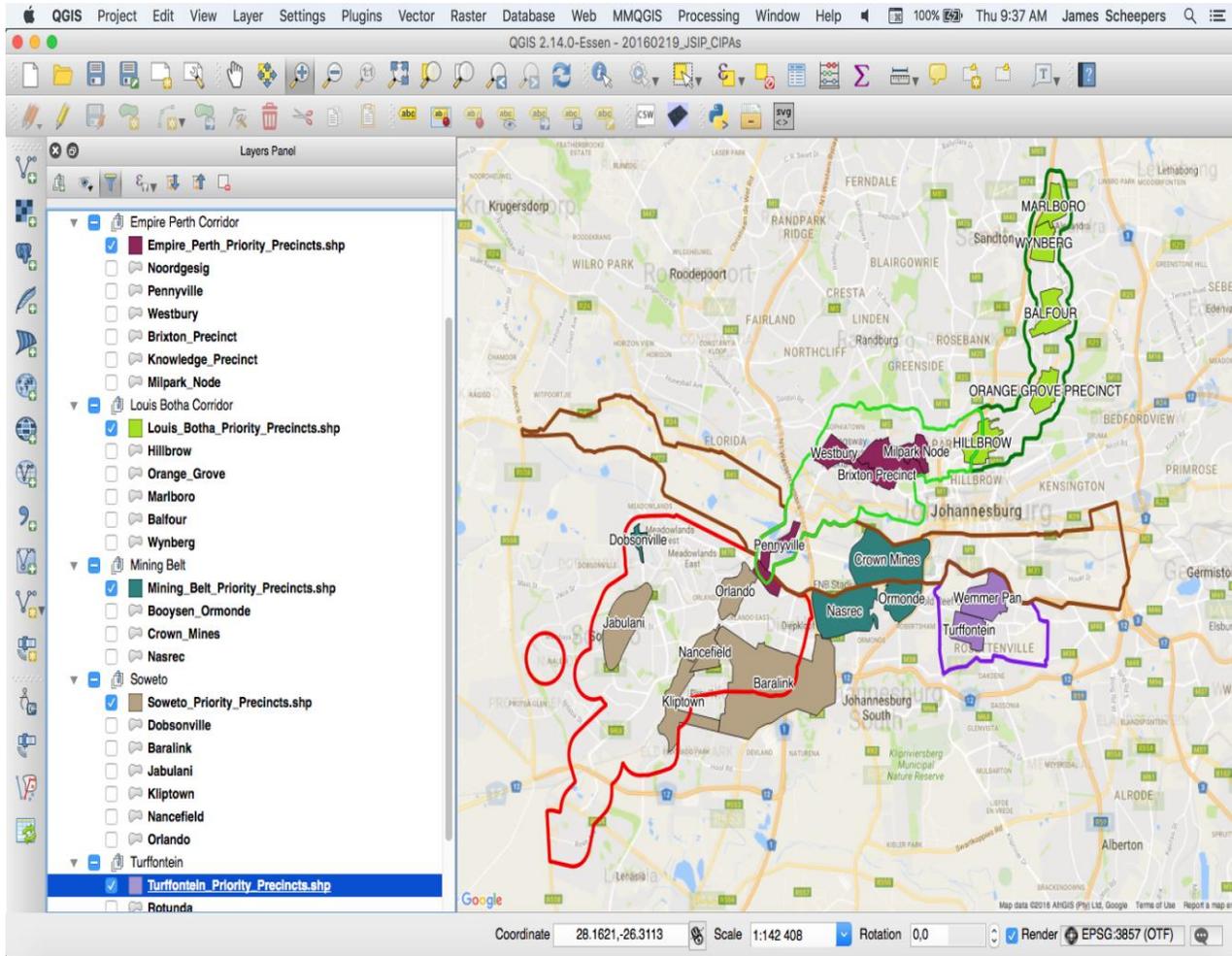
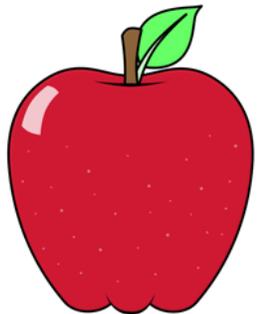


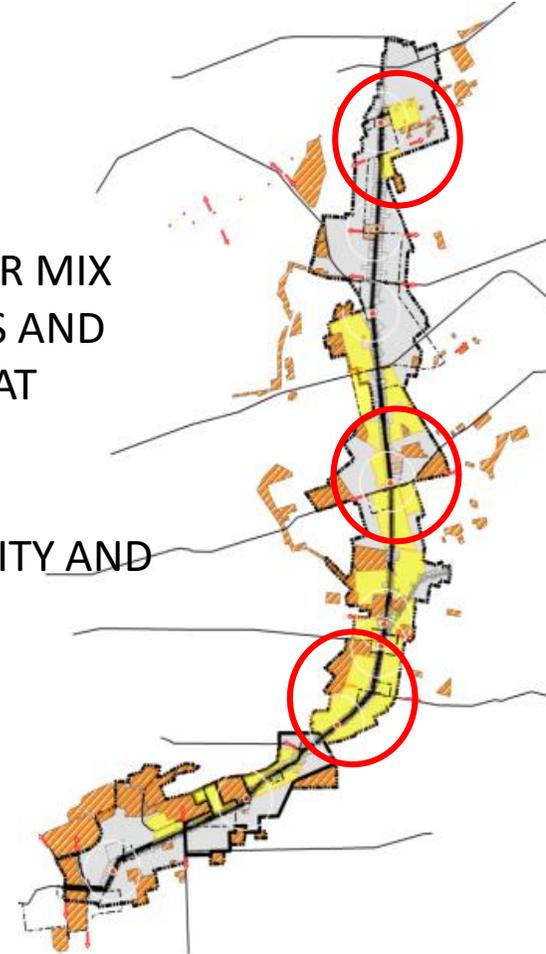
Figure B-53: Capital Prioritisation Model Mathematical Framework

COMPARING APPLES WITH PEARS

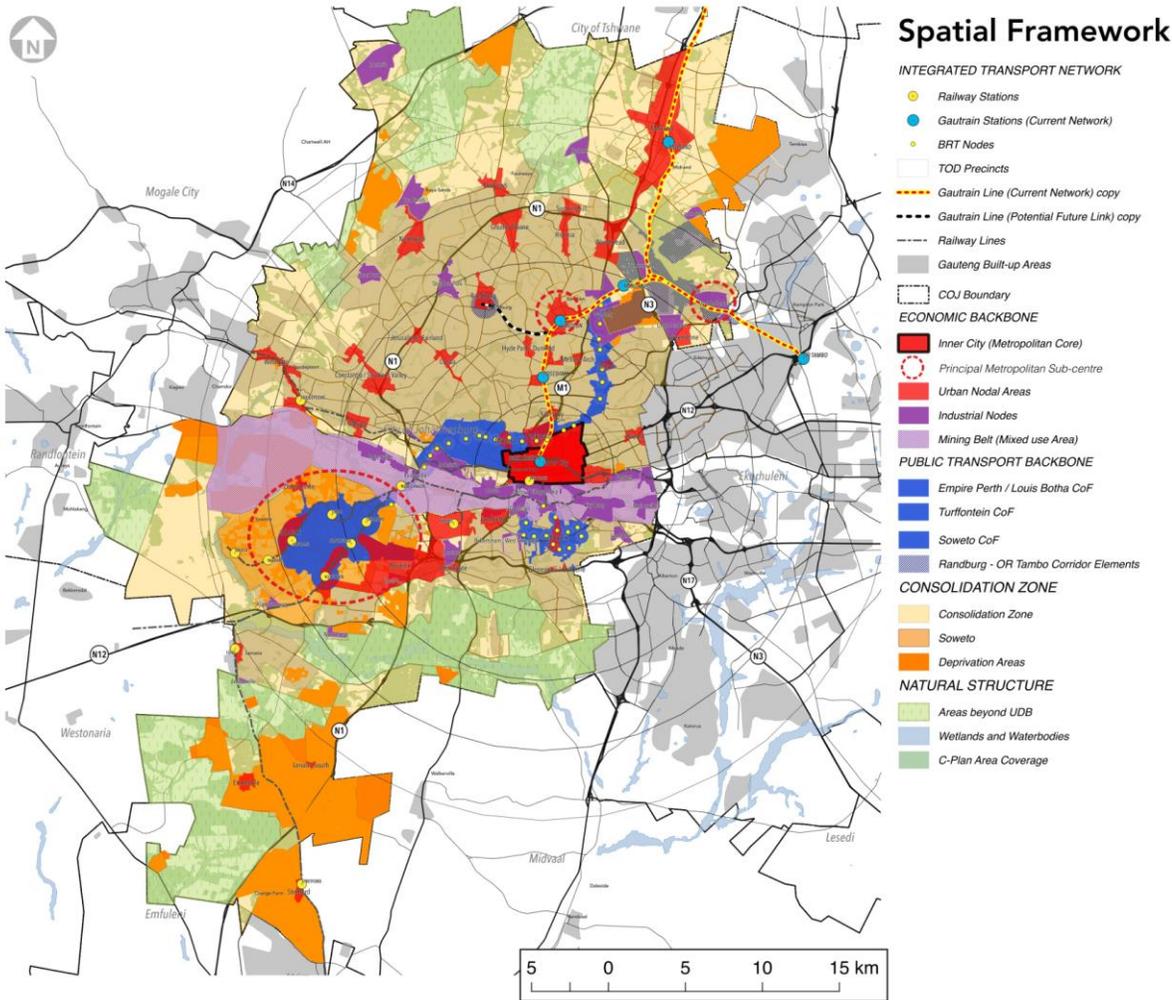
SPATIALLY TARGETED INVESTMENT



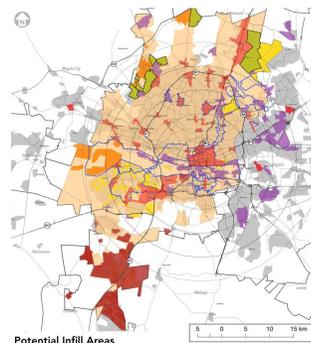
A PARTICULAR MIX
OF FACILITIES AND
SERVICES THAT
INCREASE
EFFICIENCY,
SUSTAINABILITY AND
LIVEABILITY



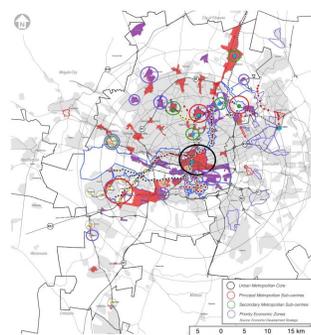
JOHANNESBURG SPATIAL DEVELOPMENT FRAMEWORK



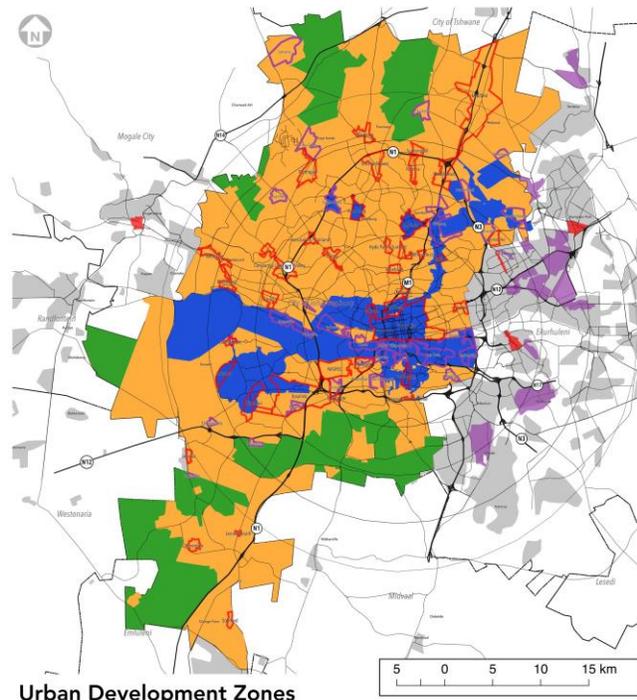
Deprivation Areas



Economic Areas

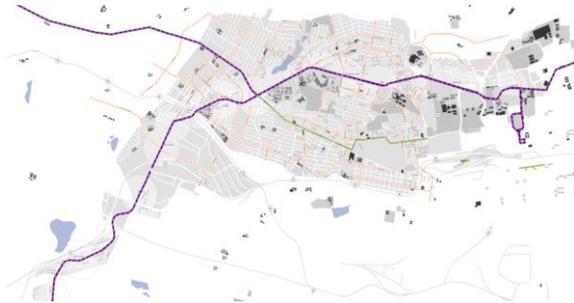


Transformation Areas

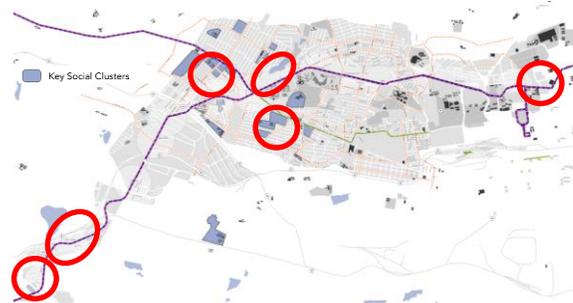


Strategic Area Framework – Main Elements

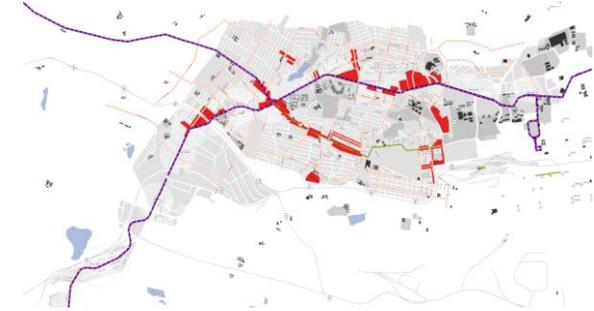
Movement and Connectivity



Social Facility Clusters



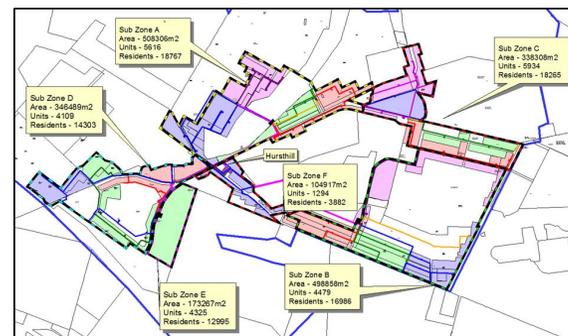
Economic Footprint



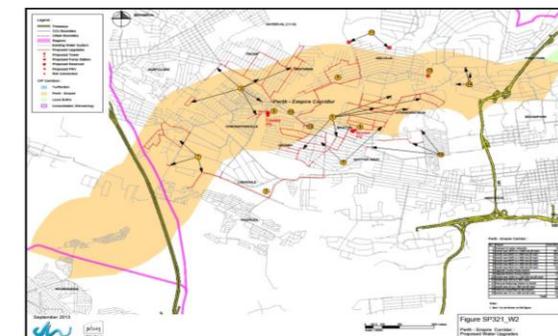
Density and Urban Form



Power Network

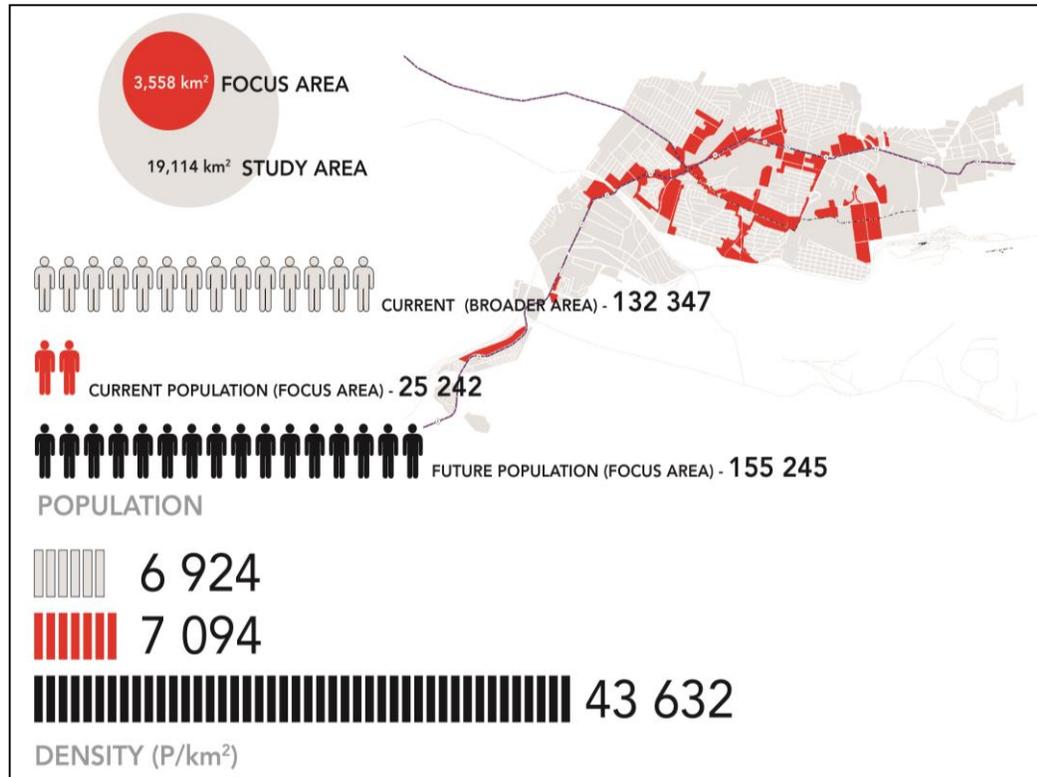


Water and Sewer Network



DENSIFICATION FOR URBAN EFFICIENCY AND VALUE INCREASE

Empire Perth Corridor



COMBINE

Transport (modal) density

Public (social) density

Economic (job) density

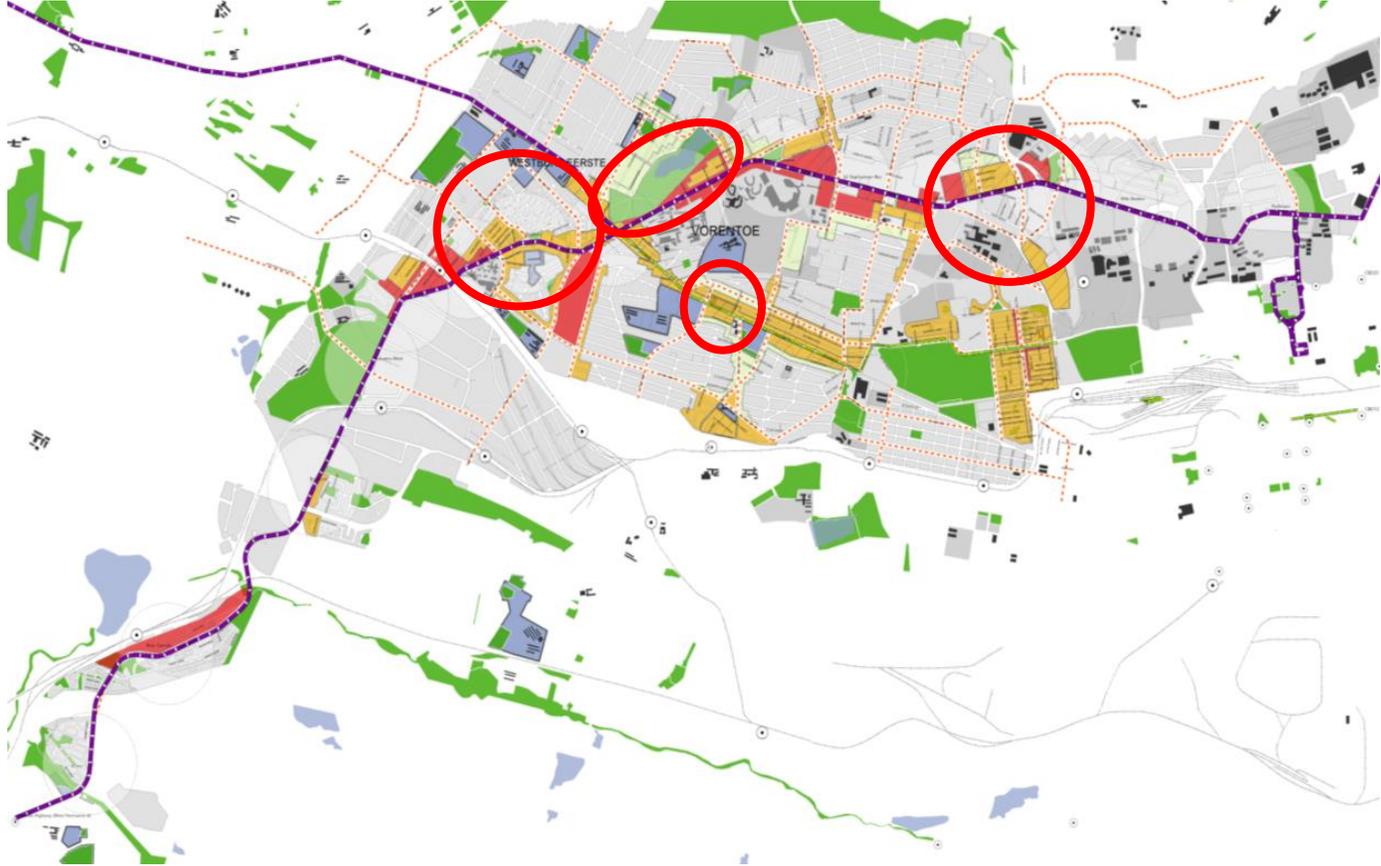
Residential (people) density

CREATE URBAN VALUE

Quality urban environments

=Sustainability with increased social and economic value

Strategic Area Framework and Priority Precincts



PRECINCT DEVELOPMENT - THINK FRUIT SALAD

- 3000 m² Commercial Library
- High Street upgrade
- 1500 new res units (pot 12000)
- 9,2 Ha Park
- Rec Centre
- Indoor and Outdoor Sport facilities



BRT Station

Storm water infrastructure

Walkways network

Power and water network upgrades

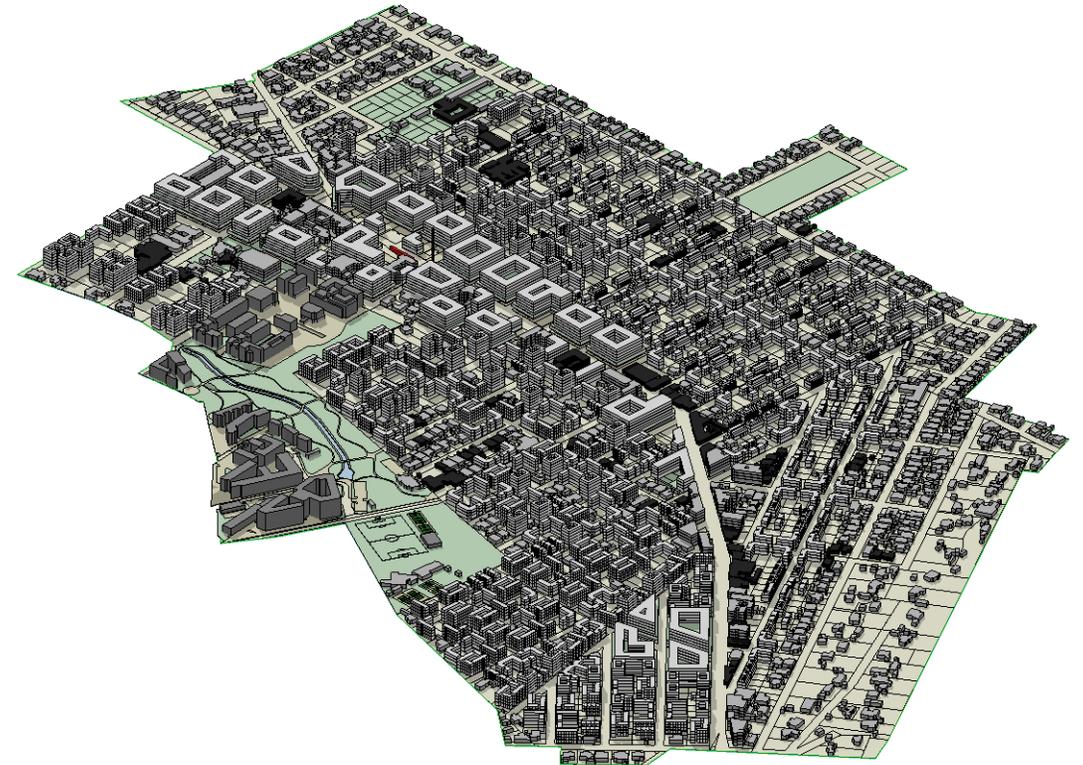
BRT Station



ORANGE GROVE – FUTURE FORM



Existing units - 7133



Additional units - 13447

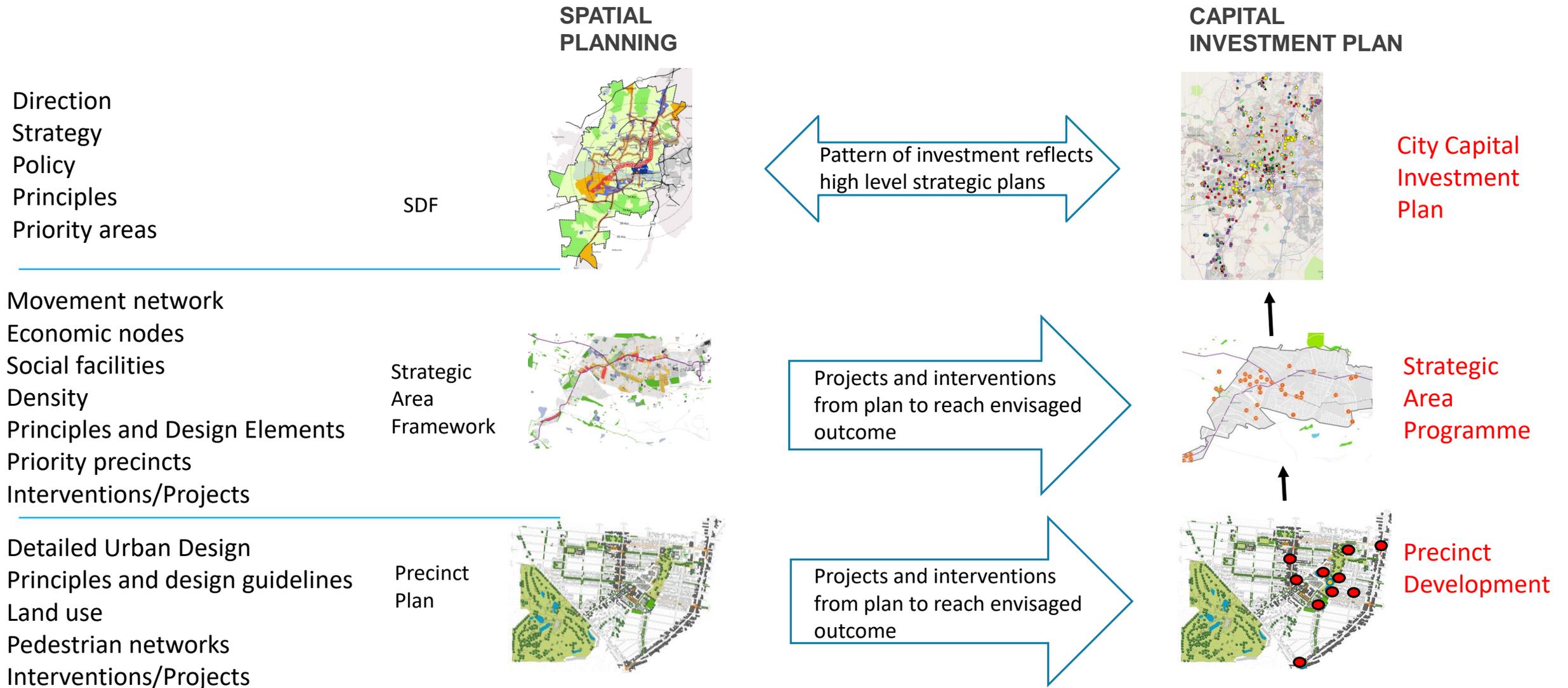


ORANGE GROVE
Orange Grove
1:1000

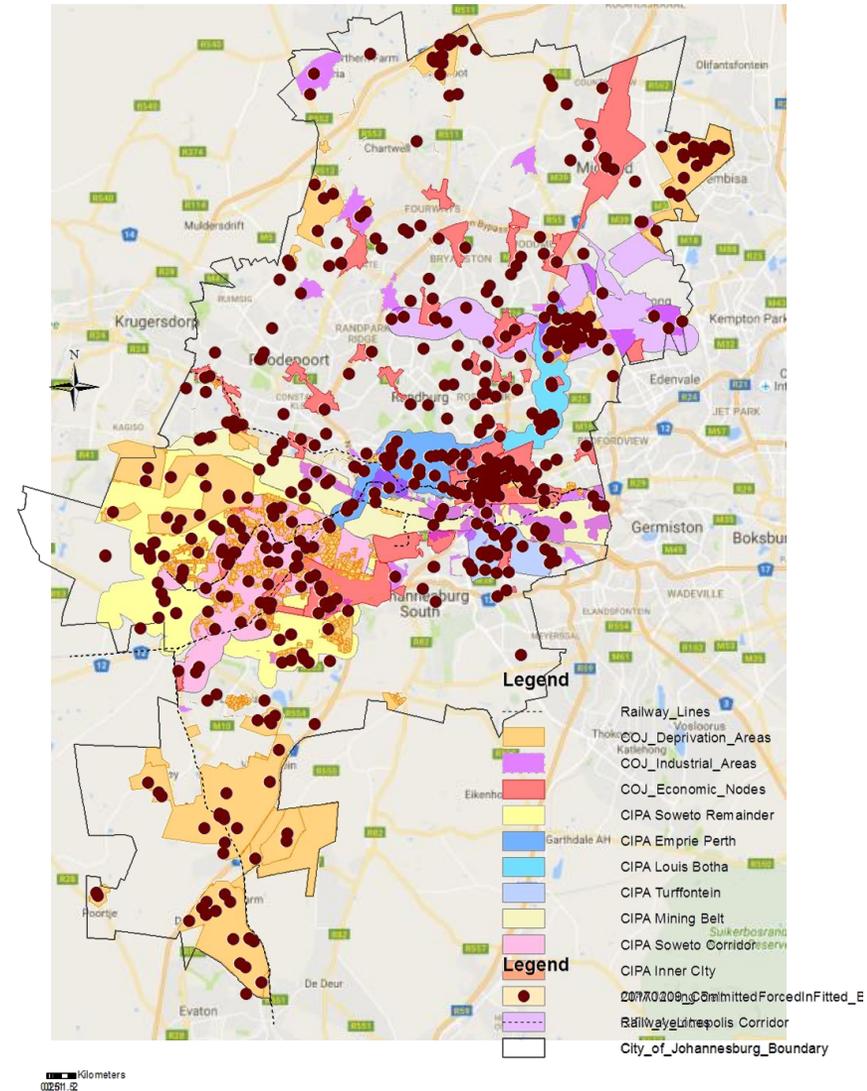
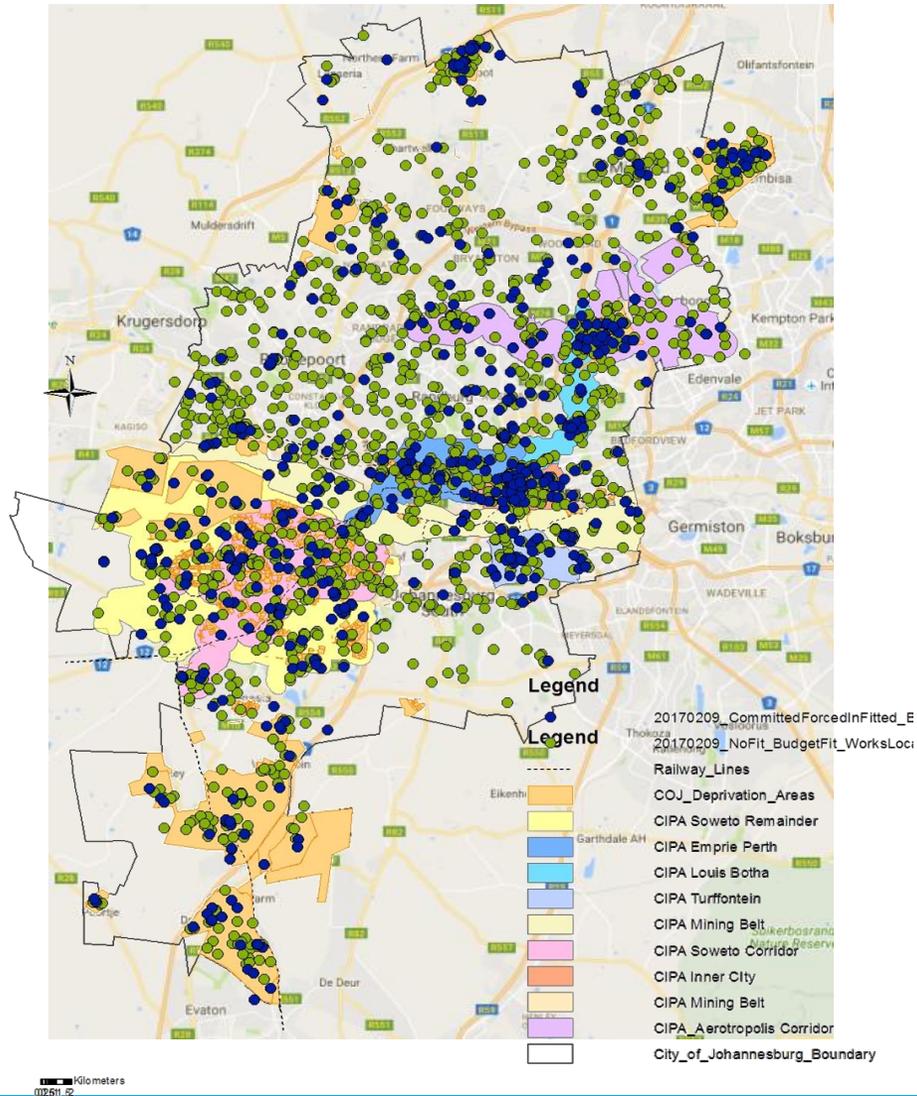


ORANGE GROVE
Orange Grove
1:1000

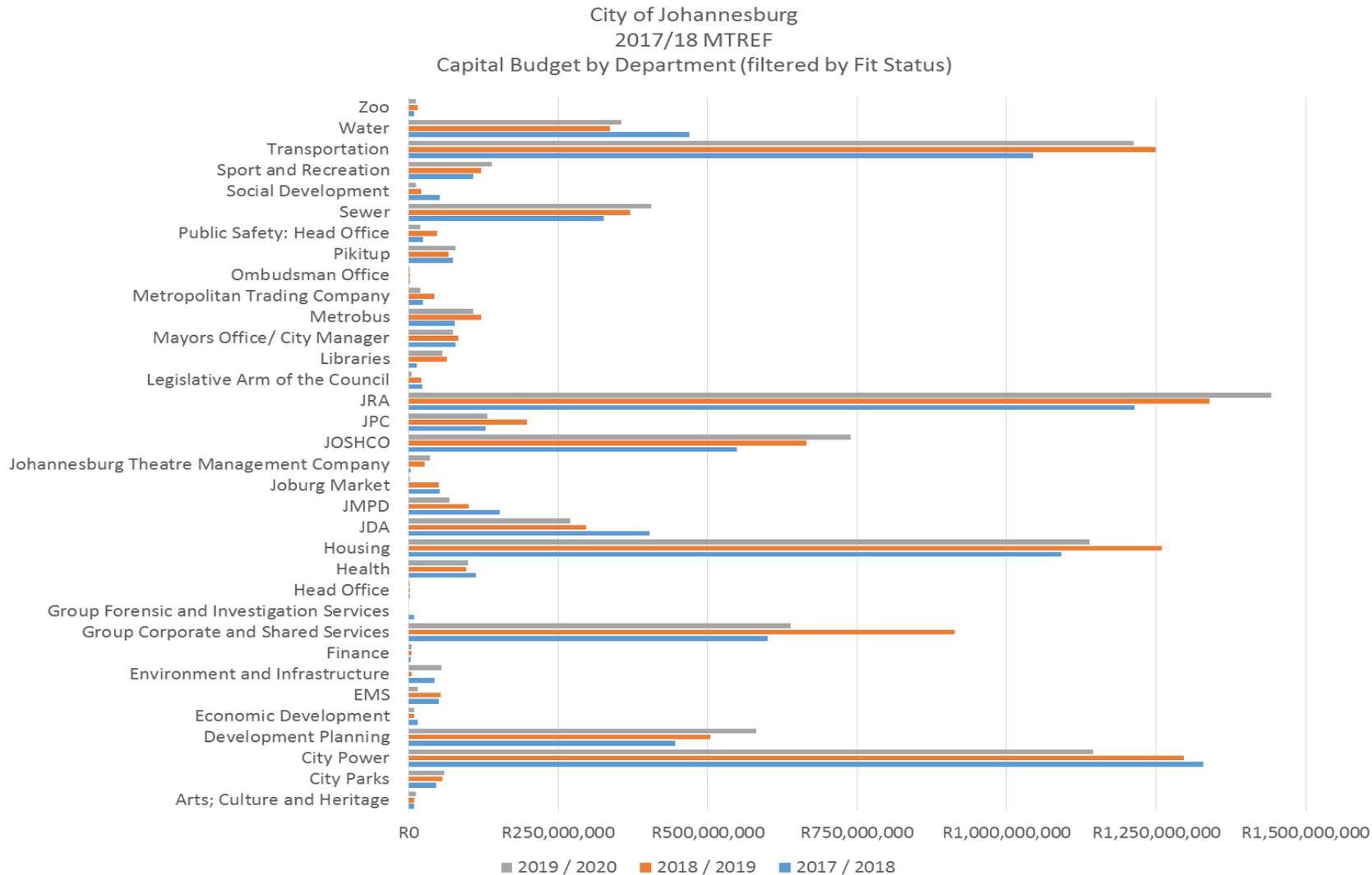
SUITE OF SPATIAL PLANS LINKED TO INVESTMENT OUTCOMES



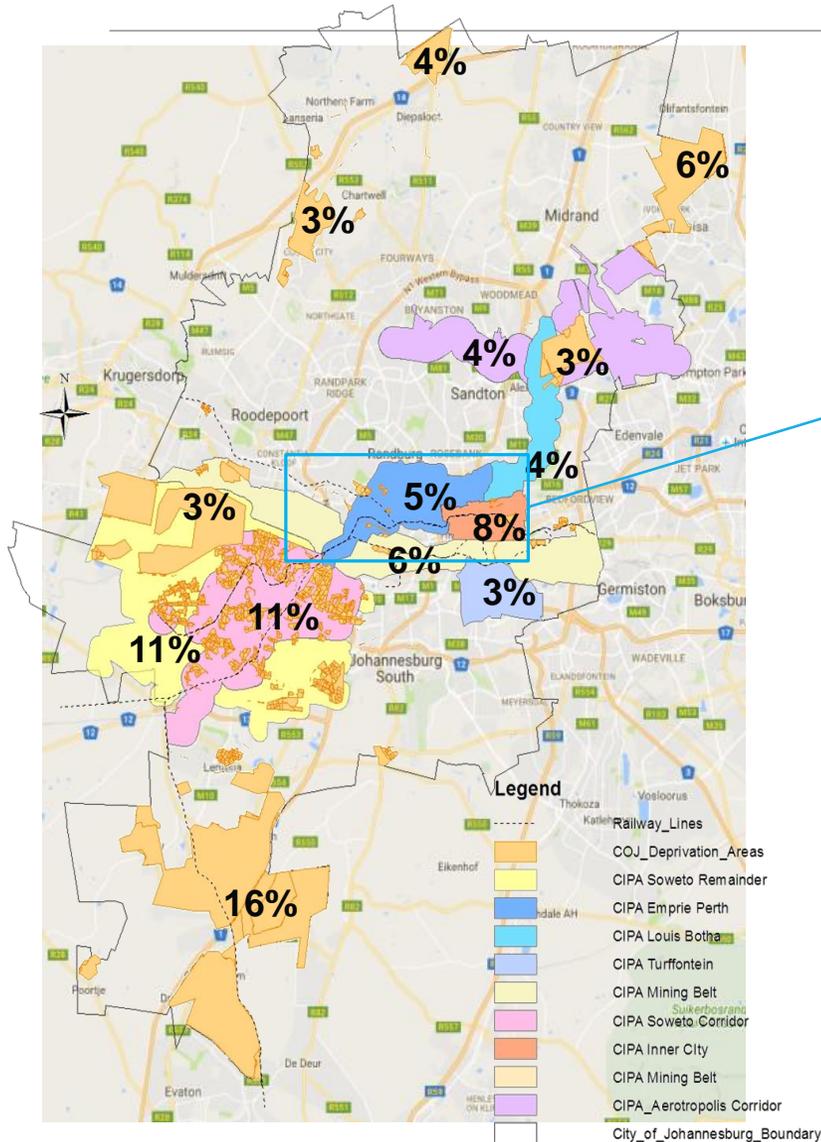
TARGETED CITY LEVEL INVESTMENT



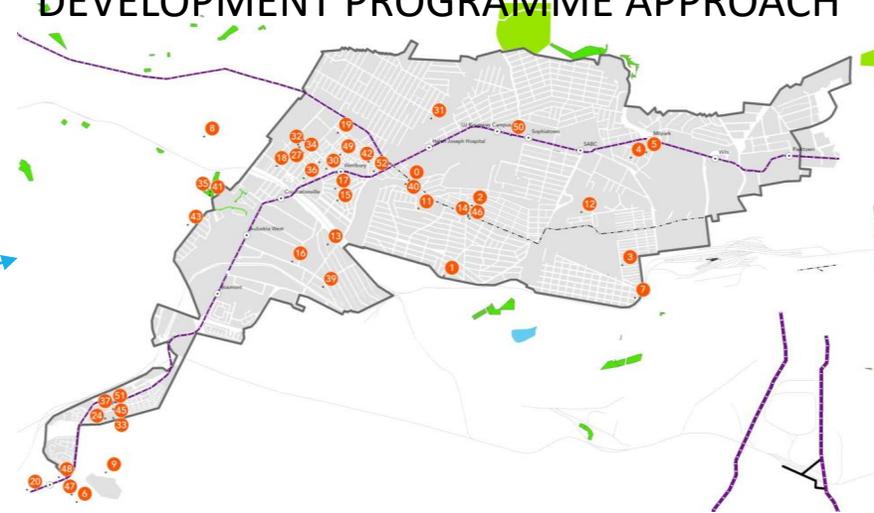
ALLOCATION PER DEPARTMENT AND ENTITY



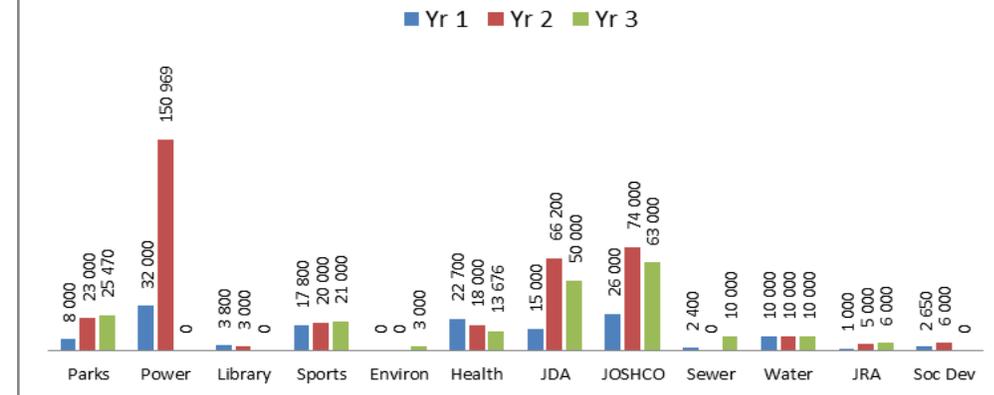
SPATIALLY TARGETED AREAS % CAPEX ALLOCATION



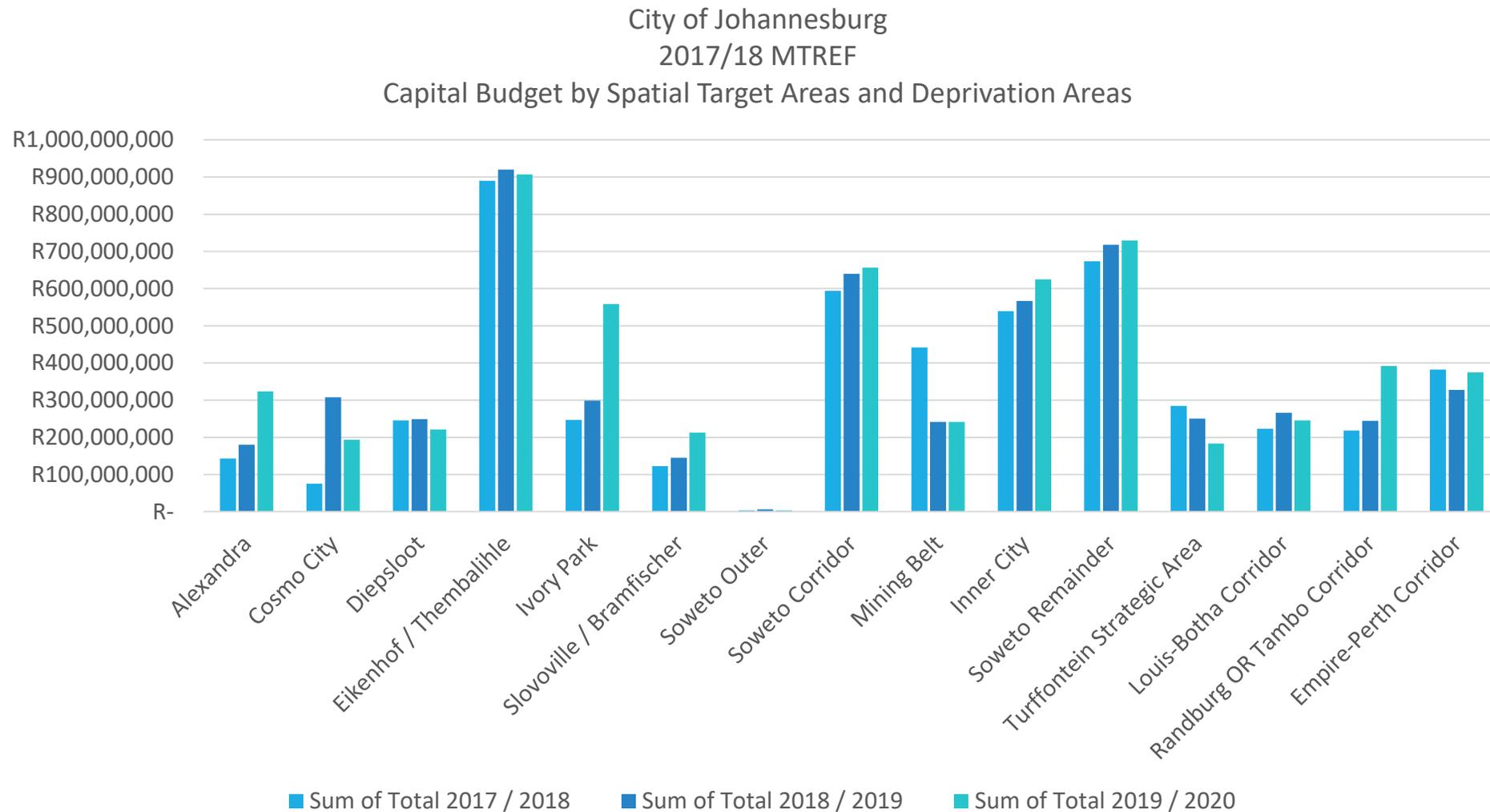
DEVELOPMENT PROGRAMME APPROACH



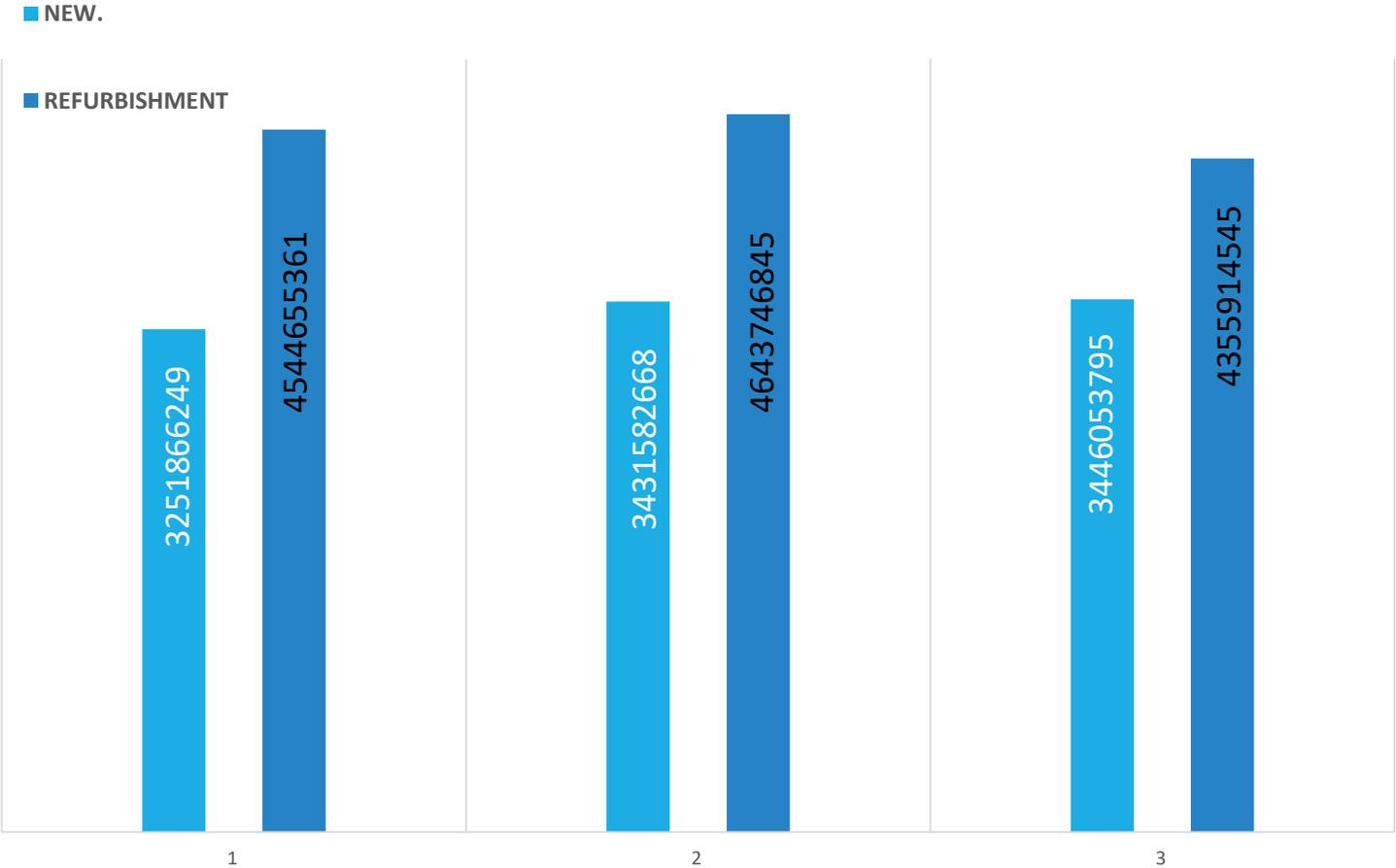
Empire/Perth CoF contribution per Division (R,000)



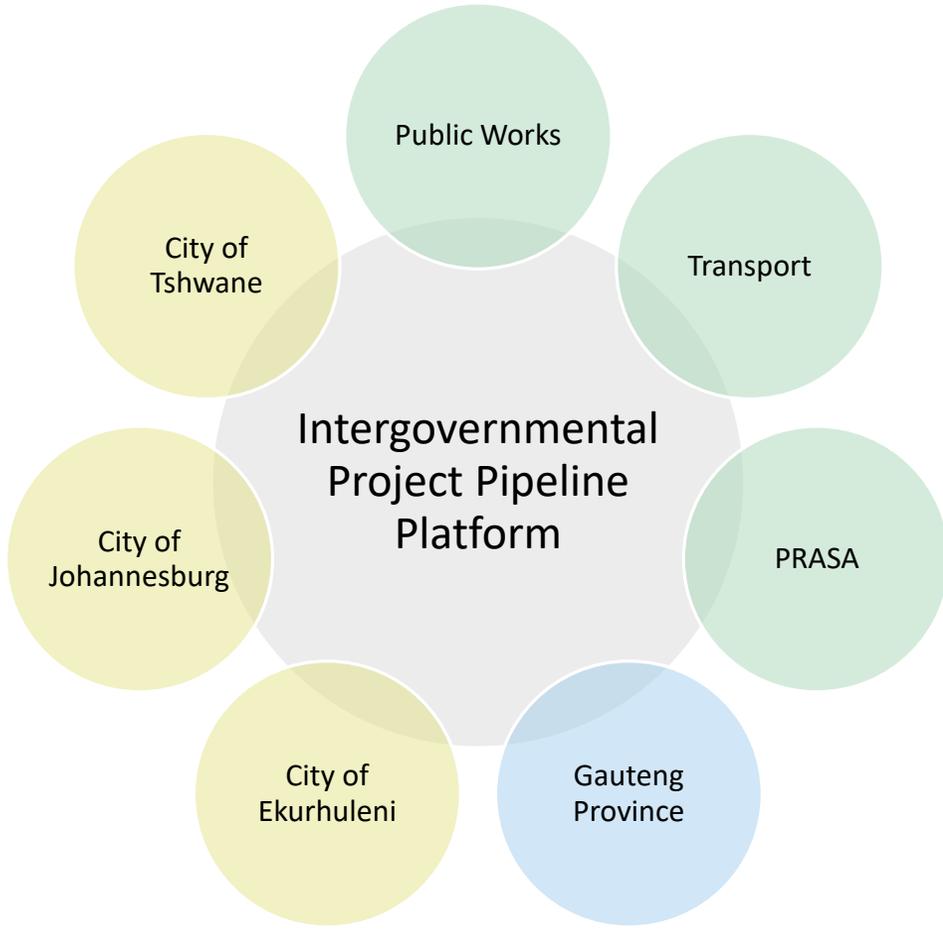
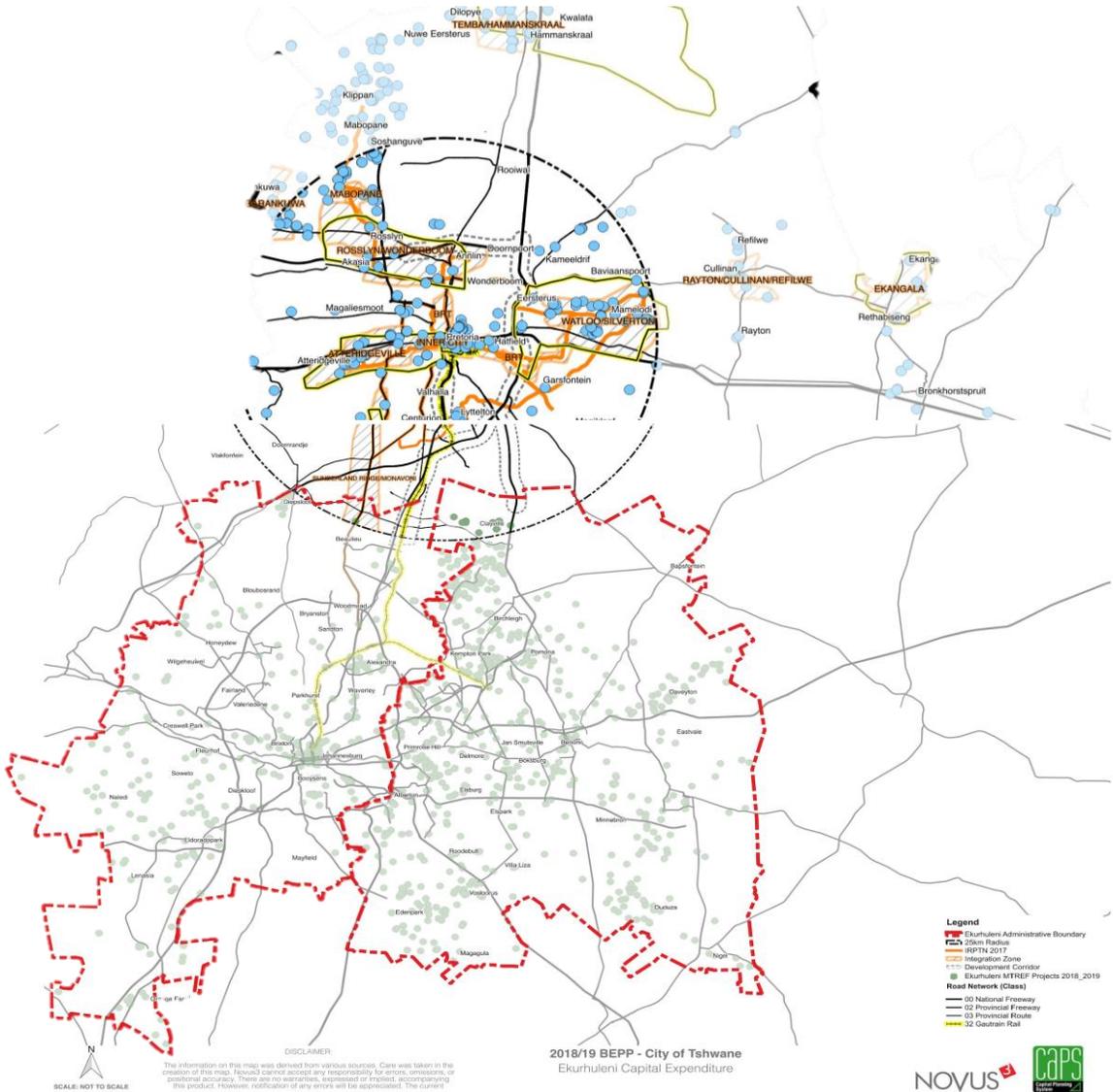
Spatially Targeted Priority Areas investment



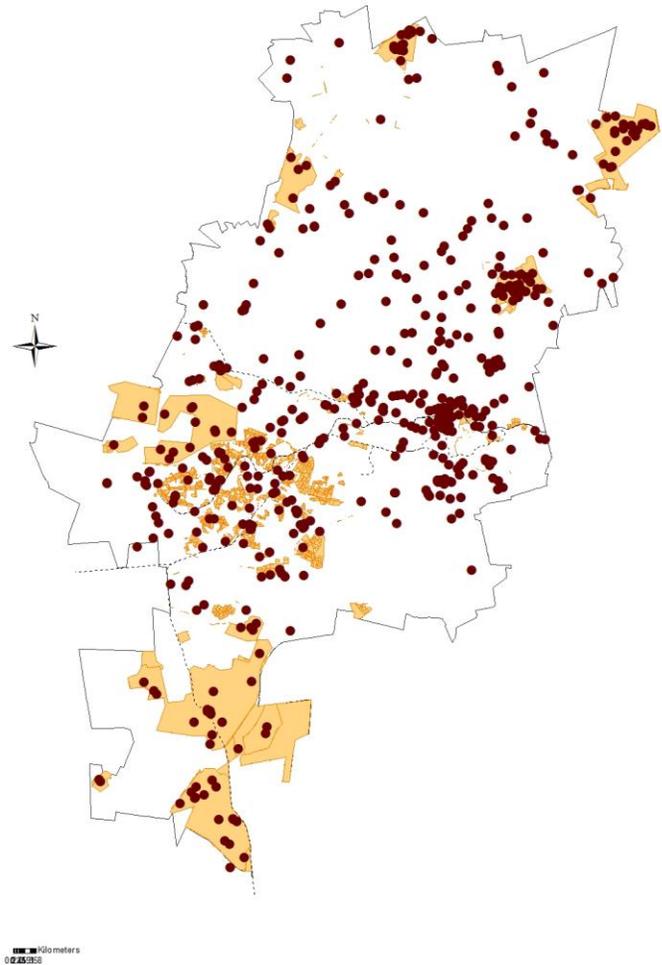
NEW vs REFURBISHMENT



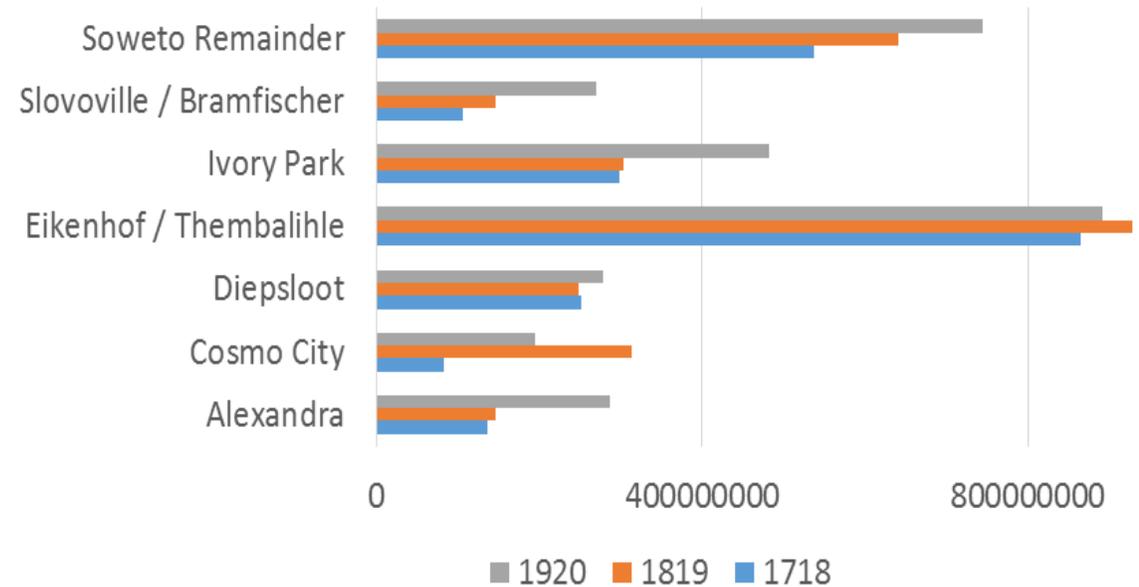
INTER GOVERNMENT INTEGRATION



INFORMAL SETTLEMENTS AND DEPRIVATION AREAS



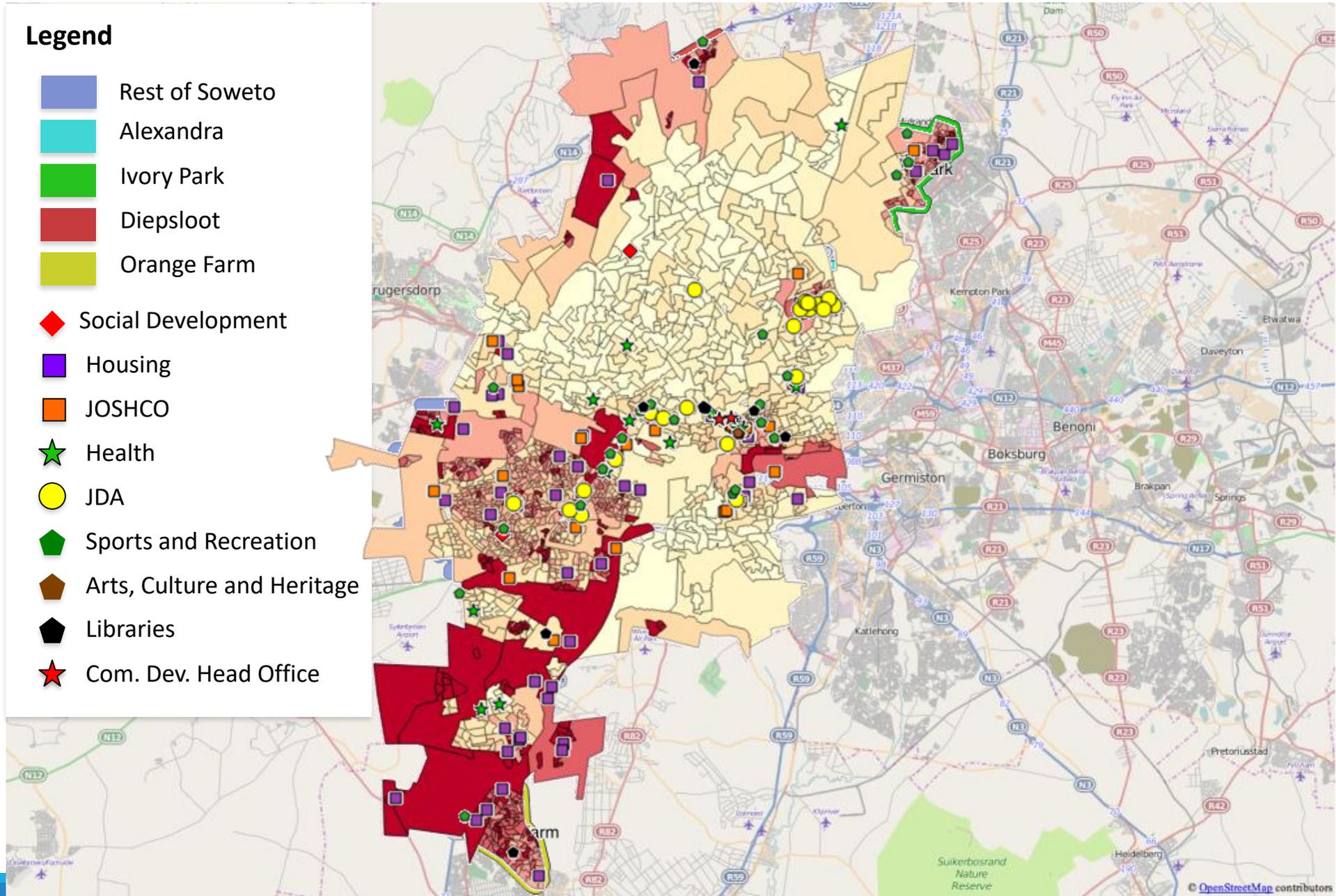
INVESTMENT PER DEPRIVATION AREA



SUSTAINABLE HUMAN SETTLEMENTS AND SOCIAL INVESTMENT

Legend

- Rest of Soweto
- Alexandra
- Ivory Park
- Diepsloot
- Orange Farm
- Social Development
- Housing
- JOSHCO
- Health
- JDA
- Sports and Recreation
- Arts, Culture and Heritage
- Libraries
- Com. Dev. Head Office



MONITORING AND EVALUATION

Project planned vs. actual milestones

The screenshot displays the 'Progress & Planning' interface in the CaPS system. It features a table with columns for 'Month', 'Actual', 'Target Milestones', 'Actual Milestones', and 'Comments'. The table lists months from July to June with associated budget amounts and milestone descriptions. Callouts provide additional context: 'Target milestones as recorded previously on monthly page' points to the 'Target Milestones' column; 'Comments can be added for why milestones has not been achieved' points to the 'Comments' column; 'Attach evidence' points to a document icon in the 'Actual Milestones' column; and 'Actual milestones as achieved during a month (editable)' points to the 'Actual Milestones' column for February. A sidebar on the left shows a project hierarchy.

Month	Actual	Target Milestones	Actual Milestones	Comments
July	R 50 000.00	Identify various all	Identified various	Milestones
August	R 55 000.00	Inception meeting	Inception meeting	Milestones
September	R 45 000.00	Define scope	Define scope	Milestones
October	R 25 000.00	Detailed design	Detailed design	Milestones
November	R 25 000.00	Detailed design	Detailed design	Milestones
December	R 20 000.00	Detailed design	Final draft was signed	Milestones
January	R 65 000.00	Procure service providers	Service providers	Milestones
February	R 60 000.00		Completion certificates was handed over to project team	Milestones
March	R 90 000.00			Milestones
April	R 15 000.00			Milestones
May	R 25 000.00			Milestones
June	R 25 000.00			Milestones
Totals	R 0.00			

Project preparation is key

On the progress page the user can view the target milestones and add the actual milestones. The user can add comments if there is any variances between the actual and target milestones.

MONITORING AND EVALUATION

Project planned vs. actual expenditure variances

Financial Year : 2018

monthly | quarterly | actual

2017 - 2018

Monthly	Budget	Actual	Commitment	RemOrdPur	Assigned	Variance
October	R 25 000.00	R 50 000.00	R 50 000.00	R 50 000.00	R 50 000.00	R - 25 000.00
November	R 35 000.00	R 25 000.00	R 25 000.00	R 25 000.00	R 25 000.00	R 10 000.00
December	R 20 000.00	R 20 000.00	R 20 000.00	R 20 000.00	R 20 000.00	R 0.00
January	R 65 000.00	R 65 000.00	R 65 000.00	R 65 000.00	R 65 000.00	R 0.00
February	R 60 000.00	R 60 000.00	R 60 000.00	R 60 000.00	R 60 000.00	R - 15 000.00
March	R 10 000.00	R 90 000.00	R 90 000.00	R 90 000.00	R 90 000.00	R - 10 000.00
April	R 50 000.00	R 15 000.00	R 15 000.00	R 15 000.00	R 15 000.00	R - 80 000.00
May	R 50 000.00	R 25 000.00	R 25 000.00	R 25 000.00	R 25 000.00	R 35 000.00
June	R 50 000.00	R 25 000.00	R 25 000.00	R 25 000.00	R 25 000.00	R 25 000.00
Total	R500 000.00	R300 000.00	R 50 000.00	R50 000.00	R100 000.00	R0

Actual financial spend figures gets uploaded via the monthly expenditure SAP report.

MONITORING AND EVALUATION

Monthly financial summary report per project per MOE (RAG Dashboard)

Environmental Management Services - Region 1														
Project	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target YTD	Actual YTD	Act over Total Budget	Total Budget	% YTD Achieved	
712808 (005) Development of Klipkruisfontein Cemetery			4 000 000				4 000 000	965 505	8 000 000	965 505	12.1%	8 000 000	12.1%	●
712809 (005) Development of Tshwane North Cemetery	0		3 995 841	3 995 841			3 995 841	983 717	7 991 682	4 979 558	62.3%	7 991 682	62.3%	●
712809 (015) Development of Tshwane North Cemetery	0		1 250 000	1 881 849	1 875 000		1 875 000	2 225 885	5 000 000	4 107 734	82.2%	5 000 000	82.2%	●

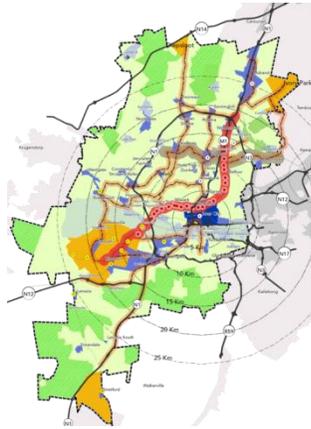
Environmental Management Services - Region 3														
Project	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target YTD	Actual YTD	Act over Total Budget	Total Budget	% YTD Achieved	
710276 (007) Upgrading and Extension of Facilities			4 000 000				4 000 000	965 505	800 000	965 505	12.1%	8 000 000	120.7%	●
710420 (007) Reparation & Resurfacing of Roads	0		3 995 841	3 995 841			3 995 841	983 717	4 900 000	4 979 558	62.3%	7 991 682	101.6%	●

Environmental Management Services - Region 7														
Project	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target YTD	Actual YTD	Act over Total Budget	Total Budget	% YTD Achieved	
710276 (007) Upgrading and Extension of Facilities			4 000 000				4 000 000	965 505	800 000	965 505	12.1%	8 000 000	120.7%	●
710420 (007) Reparation & Resurfacing of Roads	0		3 995 841	3 995 841			3 995 841	983 717	4 900 000	4 979 558	62.3%	7 991 682	101.6%	●

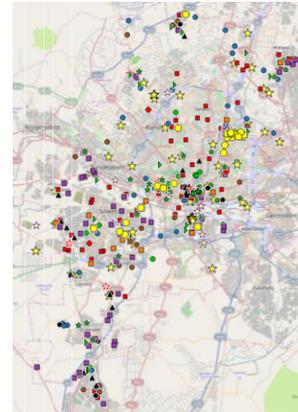
Environmental Management Services - Multi-Region / City Wide														
Project	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Target YTD	Actual YTD	Act over Total Budget	Total Budget	% YTD Achieved	
712808 (005) Development of Klipkruisfontein Cemetery			4 000 000				4 000 000	965 505	8 000 000	9 000 000	112.5%	8 000 000	112.5%	●
712809 (005) Development of Tshwane North Cemetery	0		3 995 841	3 995 841			3 995 841	983 717	7 991 682	4 979 558	62.3%	7 991 682	62.3%	●
712809 (015) Development of Tshwane North Cemetery	0		1 250 000	1 881 849	1 875 000		1 875 000	2 225 885	5 000 000	4 107 734	82.2%	5 000 000	82.2%	●

ELEMENTS FOR INTEGRATED DEVELOPMENT: PLANNING – INVESTMENT - OUTCOMES

PLANNING



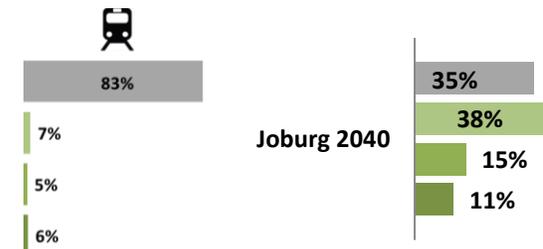
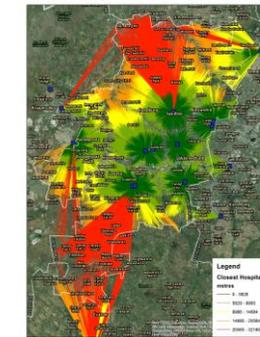
CAPITAL INVESTMENT



DEVELOPMENT FACILITATION



URBAN MANGEMENT MONITORING AND EVALUATION



GOOD INTENTIONS AND OTHER CRITICAL ASPECTS

- Plans as end products – its really only the start
- Need for investment always outstrip funding availability – how to prioritise multiple competing projects and interests? Spatially Targeted Investment – link it to the plan
- Institutional alignment – Set up protocols and process with strong political support
- Avoid a sectoral approach to planning and budgeting.
- Systems approach –
 - Create a system and process to facilitate all the different interests and align to the development strategy
 - Plan to the level of the project
 - Get to grips with infrastructure implications of spatial plans
 - Balance the need for refurbishment vs new infrastructure linked to financial viability
 - Financial integration – direct the budget to the plan
- Political leadership (a good integrated plan/system helps)
 - Not knowing what to do – needs a plan
 - How to get it done – needs a system (a method of implementation)
 - How did I do? – needs monitoring



Thank You

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