SPATIALY TARGETED INVESTMENT
GLOBAL PLATFORM FOR SUSTAINABLE CITIES - AFRICAN REGIONAL WORKSHOP
15 May 2018 – Abidjan Côte d'Ivoire

Herman Pienaar
UN-HABITAT
• 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

? HOW
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

Priorities

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 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

- 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

INTERVENTIONS REQUIRED TO IMPLEMENT THE PLAN

LOCATION

AREA AFFECTED

NETWORK/SYSTEM EFFECT

Tangible results

Spatial interpretation/solution

DIRECT SPATIAL RELATIONSHIP

INDIRECT SPATIAL RELATIONSHIP

15 May 2018
How to make it work?
ELEMENTS FOR INTEGRATED DEVELOPMENT: PLANNING – INVESTMENT - OUTCOMES

PLANNING
CAPITAL INVESTMENT
DEVELOPMENT FACILITATION
URBAN MANGEMENT
MONITORING AND EVALUATION

Joburg 2040

<table>
<thead>
<tr>
<th>83%</th>
<th>35%</th>
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<tr>
<td>7%</td>
<td>38%</td>
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HIGH LEVEL STRUCTURE OF PLANS

PLANNING

- Sectoral Plans
  - Transport Plan
  - Economic Strategy
  - Integrated Environmental Policy
  - Human Settlements Plan
  - Asset management Plans Plan

- Provincial Spatial Development Framework
- City Growth and Development Strategy
- National Spatial Development Plan
- Spatial Plans SDF/SAF/Precinct plans
- CIP
- Capital Budget
- IDP (Business Plan for Implementation)
CAPITAL INVESTMENT GAINS

CAPITAL INVESTMENT

Asset management and refurbishment

Backlogs and liveability

Future growth capacity

Individual pieces of infrastructure needs to do more than just one thing
SPATIAL TARGETING FOR ASSET MANAGEMENT PLANS

WATER

SEWER

ELECTRICITY
CP³ COMPONENTS

- Financial System
- Project Management System
- Economic Impact Module
- Business Cycle
- System Architecture
- Legislative Framework
- mSCOA
- Spatial and Financial Analysis
CAPEX Planning and Investment

Planning
- CIP
- SDF
- Modelling

Budgeting
- Prioritise
- Budget fit
- CP³
- MTEF

Execution
- PMO
- Report and track
BUDGET CYCLE
COMPARING APPLES WITH PEARS

SPATIALLY TARGETED INVESTMENT

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

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23
3000 m² Commercial Library
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

PRECINCT DEVELOPMENT - THINK FRUIT SALAD
SUITE OF SPATIAL PLANS LINKED TO INVESTMENT OUTCOMES

Direction
Strategy
Policy
Principles
Priority areas

Movement network
Economic nodes
Social facilities
Density
Principles and Design Elements
Priority precincts
Interventions/Projects

Detailed Urban Design
Principles and design guidelines
Land use
Pedestrian networks
Interventions/Projects

Pattern of investment reflects high level strategic plans
Projects and interventions from plan to reach envisaged outcome
Projects and interventions from plan to reach envisaged outcome

City Capital Investment Plan
Strategic Area Programme
Precinct Development

Direction
Strategy
Policy
Principles
Priority areas

Movement network
Economic nodes
Social facilities
Density
Principles and Design Elements
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Interventions/Projects

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TARGETED CITY LEVEL INVESTMENT
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<td>Metrobus</td>
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<td>Mayors Office / City Manager</td>
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<td>Libraries</td>
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<td>Legislative Arm of the Council</td>
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<td>Group Forensic and Investigation Services</td>
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<td>Development Planning</td>
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<td>City Parks</td>
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<td>Arts; Culture and Heritage</td>
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</table>
SPATIALLY TARGETED AREAS % CAPEX ALLOCATION

DEVELOPMENT PROGRAMME APPROACH

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

- Yr 1
- Yr 2
- Yr 3

Legend
- Rail/Tram/Lines
- City Boundaries
- Other Areas

City of Johannesburg_ Boundary

15 May 2018
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Spatially Targeted Priority Areas investment

City of Johannesburg
2017/18 MTREF
Capital Budget by Spatial Target Areas and Deprivation Areas

15 May 2018
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NEW vs REFURBISHMENT

NEW.

REFURBISHMENT

1. 3251866249
   454455361

2. 3481582668
   464374845

3. 3446053795
   4355914545

15 May 2018

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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.

Target milestones as recorded previously on monthly page

Comments can be added for why milestones has not been achieved

Actual milestones as achieved during a month (editable)

Attach evidence

Project preparation is key
**Actual financial spend figures gets uploaded via the monthly expenditure SAP report.**

### Financial Year: 2018

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<tr>
<th>Monthly</th>
<th>Budget</th>
<th>Actual</th>
<th>Commitment</th>
<th>RemOrdPur</th>
<th>Assigned</th>
<th>Variance</th>
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<td>R 25 000.00</td>
<td>R 25 000.00</td>
<td>R 0.00</td>
<td>R 0.00</td>
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</table>

**Total**
- **Budget**: R500 000.00
- **Actual**: R300 000.00
- **Commitment**: R50 000.00
- **RemOrdPur**: R50 000.00
- **Assigned**: R100 000.00
- **Variance**

**Calculated variance field**

**Link figures from monthly page**

**Link figures from SAP integration**
## Monitoring and Evaluation

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

### Environmental Management Services - Region 1

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Target Q1</th>
<th>Actual Q1</th>
<th>Target Q2</th>
<th>Actual Q2</th>
<th>Target Q3</th>
<th>Actual Q3</th>
<th>Target Q4</th>
<th>Actual Q4</th>
<th>Target YTD</th>
<th>Actual YTD</th>
<th>Act over Total Budget</th>
<th>Total Budget</th>
<th>% YTD Achieved</th>
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<tbody>
<tr>
<td>712080 (005) Development of Municipal Cemetery</td>
<td>4,000,000</td>
<td>4,000,000</td>
<td>965,505</td>
<td>8,000,000</td>
<td>965,505</td>
<td>12.1%</td>
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</tr>
<tr>
<td>712080 (006) Development of Tulane North Cemetery</td>
<td>3,995,841</td>
<td>3,995,841</td>
<td>982,731</td>
<td>7,991,682</td>
<td>4,979,558</td>
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<tr>
<td>712080 (007) Development of Tulane North Cemetery</td>
<td>1,250,000</td>
<td>1,881,849</td>
<td>1,875,000</td>
<td>2,225,000</td>
<td>5,000,000</td>
<td>82.2%</td>
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### Environmental Management Services - Region 2

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<th>Target Q1</th>
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<th>Target Q2</th>
<th>Actual Q2</th>
<th>Target Q3</th>
<th>Actual Q3</th>
<th>Target Q4</th>
<th>Actual Q4</th>
<th>Target YTD</th>
<th>Actual YTD</th>
<th>Act over Total Budget</th>
<th>Total Budget</th>
<th>% YTD Achieved</th>
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<tr>
<td>730256 (007) Upgrading and Extension of Facilities</td>
<td>4,000,000</td>
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<td>800,000</td>
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<tr>
<td>730256 (007) Repairs &amp; Resurfacing of Roads</td>
<td>3,995,841</td>
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### Environmental Management Services - Region 7

<table>
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<th>Project Description</th>
<th>Target Q1</th>
<th>Actual Q1</th>
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<th>Actual Q2</th>
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### Environmental Management Services - Multi-Region / City Wide

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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

http://www.corridorsoffreedom.co.za/