



The Role of Transport
In South African City Development Strategies:
Strategy Generation and Implementation

Final Report

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1 Introduction

1.1 Terms of Reference

The South African Cities Network (SACN) is an alliance of South African cities and partners. Its aims are to promote good city management, share information, and encourage application of best practices within a framework of holistic City Development Strategies. The synergy arising from these collective SACN initiatives is intended to contribute significantly towards empowering South African cities to evolve into highly productive, inclusive, well-governed and sustainable cities. Attainment of these ideals and standards will enable member cities to provide a better quality of life to all its citizens,. These cities will also be able to compete at a much higher level with other world-class cities in attracting trade, investments, tourists, world-class events, conferences and other externally driven social activities that enhance a city's economic health.

Current SACN members are:

- Buffalo City Municipality
- City of Cape Town
- Ekurhuleni Metropolitan Municipality
- Ethekewini Metropolitan Municipality
- City of Johannesburg
- Mangaung Municipality
- Msunduzi Municipality
- Nelson Mandela Metropolitan Municipality
- City of Tshwane

Other partners include:

- The South African Local Government Association (SALGA)
- Department of Provincial and Local Government (DPLG)
- Department of Trade and Industry (DTI)
- Department of Transport
- Regional and global networks dealing with city and urban issues
- Non-Governmental Organisations (NGOs)
- Private Sector organisations
- Universities and research institutes.

The overall scope of the research project is to submit a comprehensive report on the ***role of urban transport strategies*** within the City Development Strategies (CDS), as viewed from the perspective of the four CDS cornerstones comprising productivity, inclusiveness, good governance and sustainability. This report includes specific recommendations that will:

- Form the basis of the focus of the work and activities of the SA Cities Transport Working Group (TWG).
- Indicate the influence of the SACN's City Development Strategies on the preparation of Integrated Transport Plans.

The call for proposals sub-divided the project into the following tasks:

- Scan of international best practice
- A comparative analysis of South African transport policy and legislation
- Situational review of major South African cities
- Strategic analysis
- Information sharing event / conference

Prior to the appointment of the consultants, the SACN secretariat expanded the scope of the project to encompass a somewhat broader perspective that would encourage member city transport officials to:

- Scrutinise the current status and influence of transport as a *fundamental instrument* of change in achieving the objectives of the CDS.
- Critically examine whether transport's role in the CDS should be elevated, and if so, by which marketing and lobbying mechanisms.
- "Stretch" their lateral thinking to look beyond the 5-year time-frame of the Integrated Transport Plans to a much longer, 20-30 year transport horizon.
- Align their transport strategies with the vision, mission statement, goals and objectives of their city.
- Pursue horizontal and vertical integration of their own transport strategies with those of the other member cities and higher levels of government, respectively.
- Explore the inter-dependency of the other sector strategies in the CDS.
- Focus on the political and institutional mechanisms that would need to be in place, in order to transform the long-term strategic vision and policies into short-term strategies, action plans and implementation programmes.
- Identify and nurture a champion (or champions), able to inspire the majority of citizens and role-players towards supporting the long-term vision and short-term strategies, and to galvanise those plans into action.

Based on the above brief, Chapter 2, Scan of International Best Practice, translates the literature review into transport issues and solutions that could have a discernible impact on the City Development Strategies, as viewed from the perspective of the four CDS cornerstones that define inclusive, productive, well-governed and sustainable cities. As a first step in this process, Chapter 2 focuses on identifying and describing, in very broad terms, these issues and their successful resolutions, as found elsewhere in the world.

Chapter 3, A Comparative Analysis of South African Transport Policy and International Best Practice, looks at the current status quo of transport policy, again as viewed from the perspective of the CDS cornerstones. Together, Chapters 2 and 3 define the basis of the questionnaire sent to all member cities.

Using the output from Chapter 2 and Chapter 3, a new concept, the “Transport Compliant City,” is defined in Chapter 4. This notion was then examined collectively within the first Transport Workshop held in Cape Town on 20th November 2003. At the workshop, each member city made a formal presentation on the city’s current transport to the peer group and submitted the completed questionnaire to the study team. Chapter 5 documents the proceedings of this first Workshop, and the completed questionnaire is shown in Appendices A and B.

The study team then analysed the individual city presentations and the responses contained in the questionnaire, the results of which are summarised in Chapter 6, Strategic Analysis. The background research, interactive participation by the member cities via their presentations and questionnaire responses and the strategic analysis culminated in the Information Sharing Conference held at Caesars on 19 and 20 February 2004. Chapter 7 summarises the proceedings of the Conference, which comprised three sections: presentations by invited speakers, presentations by the study team on the research findings and interactive workshop discussions.

Chapter 8 summarises the key issues and challenges emerging from the conference, with specific recommendations regarding the TWG’s future work programme and an outline of the tasks that will be necessary to accomplish these objectives.

The overall project flow is illustrated in Figure 1.

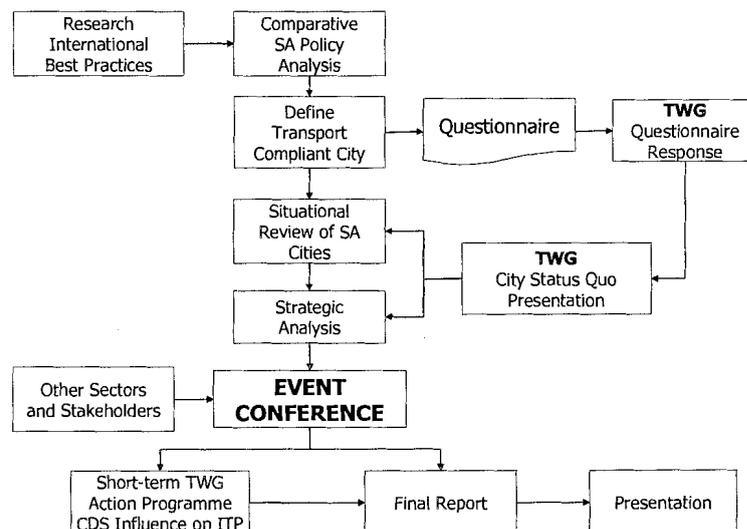


Figure 1: Project Outline

In subscribing to this model of the Transport Compliant City, the challenge for South African cities is to effect real and lasting change to urban transportation systems, both public and private. These changes should focus on improving the quality of life of all citizens by enhancing their ability to contribute to, and benefit from, the economic growth of their city. The magnitude of this challenge should not be underestimated. Implementation of socio-economic alternatives of change will require strong political commitment, institutional reform and a clear assignment of responsibilities within political institutions. In addition, the continuity of these processes must be guaranteed by incorporating them into the long-term transport vision and objectives thereby also sustaining their momentum over the long-term 20 to 30 year horizons.

1.2 The International Transport Context

The rapid growth of urban areas, motorisation levels and traffic congestion and the decline in public transport usage and quality of service, make a strong case for the complete reorganisation of transport and land use planning in major cities. In many cities around the world, the levels of fiscal funding for transport are declining rapidly. This is leading to discernible shifts away from public to private sector funding and away from new road construction, towards improvement in the management of urban road networks and public transport systems.

Globalisation is transforming the basic characters of cities by expanding their influence while simultaneously exposing their own markets to aggressive foreign competition. To survive in a tough international arena, cities need to establish competitive urban environments that are able to create new opportunities, generate and keep competent companies, attract national and international skills and resources and promote investment. Such competitive environments stimulate development and create work opportunities that improve the quality of life for the city's inhabitants.



Conversely, any city with low mobilisation levels operates inefficiently and cannot meet the demand for the transportation of goods and passengers effectively. This restrains economic growth and makes the city less attractive to local and foreign investment. Human skills and resources take flight to pursue better returns in cities that are less restrictive. Productivity decreases, employment declines and urban decay sets in.

Paradoxically, at the other end of the scale, greater urban affluence and prosperity result in significant increases in vehicle ownership. As a direct consequence of increased private vehicle usage, public transport patronage, quality and funding deteriorate. In turn, the decline in the quality of public transport services exacerbates the dependency on private vehicles. Low-occupancy private vehicles then increasingly take up a disproportionate share of the available and scarce transport resources, to the detriment of the quality of life and environment for the remaining citizens who are unable to afford private vehicles.

Both cases lead to situations that diminish access to opportunities via viable and affordable public transport and relegate non-motorised forms of transport to secondary importance.

Within this framework, many developing countries are applying modern transport solutions that holistically incorporate public and non-motorised transport to create and improve cities' competitive capabilities, while at the same time addressing the transport needs of the poor. Invariably, these initiatives result in substantial positive cultural and social changes for all the cities' inhabitants.

One of the most recent and best worldwide examples of using transport as a fundamental instrument of social and cultural change is the urban transformation of Bogotá, Colombia. Achievements such as the longest bicycle route network in Latin America, the *TransMilenio* rapid bus system, the longest pedestrian corridor in the world and a "No-Car Day" of the city have transformed the 7.5 million inhabitants' lives and minds. In less than three years after conception, the implementation of these exclusive public transport and non-motorised corridors established a completely new cultural and social environment.

2 Scan of International Best Practice

2.1 International Best Practice

What exactly does the notion of “International Best Practice” (IBP) mean?

To answer this question, we set out in this review to identify and categorise core transport issues (also referred to in the literature as “themes”, “problems”, “topics”, etc.) and how these have been resolved successfully in many countries abroad. Examples drawn from *developing* countries illustrate how similar results can be achieved in South Africa. We deliberately steer the focus away from highly developed European, Asian and North American countries, where transport systems have evolved into maturity over a long period of time. More meaningful comparisons can be made by examining the short to medium-term successes achieved in developing countries, most notably in South America. These solutions share many points of commonality with South Africa’s transport and financial situation, and thus serve as more appropriate role models. Thus, the key to uncovering IBP is to frame this literature review within the *context of the SACN’s City Development Strategies*. Figure 1 illustrates the positioning of these issues and their solution, as applied to transport in relation to the CDS hierarchy.

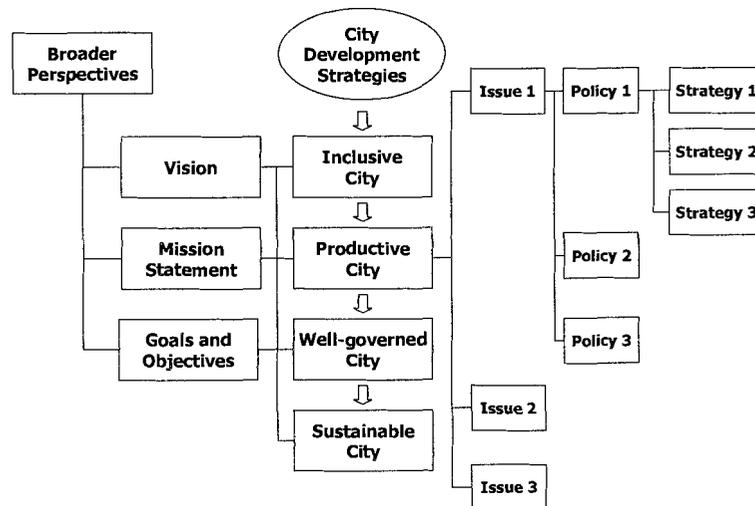


Figure 2: Hierarchy of Transport Issues and Solutions within the SACN CDS

As indicated in the figure, each identified issue needs to be addressed by developing appropriate long-term transport policies, which, in turn, require translation into strategies and implementation action plans. Although not directly structured as such in the narrative that follows, this hierarchy (i.e. cornerstone → issue → policy → strategy → implementation) represents the “golden thread” of continuity that links the various tasks comprising the brief.

To this end, Table 1 summarises how the specific issues identified in this literature review are categorised into the four SACN cornerstones.

Table 1 Transport Issues Categorised within the Four Cornerstones of SACN's CDS

SACN City Development Strategies cornerstones	Issues to be addressed by policies and strategies
Inclusive Cities	<ul style="list-style-type: none"> • Poverty Alleviation • Transport Accessibility for the Poor • Growth in Car Ownership • Encouragement of Public Transport • Non-Motorised Transport and Road Safety • Security • Quality of Life
Productive Cities	<ul style="list-style-type: none"> • Global competitiveness • Integration of Land Use and Transport Systems • Effective and efficient land use structure • Integration of all transport systems
Well-Governed Cities	<ul style="list-style-type: none"> • Political and institutional leadership capacity and support • Addressing Majorities • Horizontal and vertical integration of institutional structures and their agendas/programmes • Transport legislation and regulation • Enforcement and prosecution
Sustainable Cities	<ul style="list-style-type: none"> • Transport Funding and Finance • Non-Motorised Transport • Maintenance of Existing Infrastructure • Transport Efficiency and Effectiveness • Discouragement of Private Vehicles • Affordable transport systems solutions • Humanised Transport System • Environmental Protection

These issues are described in more detail in the sections that follow.

2.2 Inclusive City

The Inclusive City provides affordable and comprehensive access to urban-life opportunities such as work, education, culture, recreation etc. to *all its inhabitants*, regardless of income, physical status, gender, age or race.

2.2.1 Poverty Alleviation

Unfortunately, poverty forces people to live on less expensive land on the periphery or in inner city slums, areas that generally are inaccessible, remote from the economically active areas, or severely neglected in terms of transport infrastructure or service. Such people are stranded from a transport point of view and are thus excluded from gaining easy access to, in particular, the labour markets.



Other considerations that limit travel choices for the poor comprise transport affordability, overcrowding, service quality and safety, amongst others. Given that employment is the most obvious reason for mobilisation, transformation must lean strongly towards improving the quality and affordability of work related journeys for poor people.

Figure 3: Crowded Urban Train Cape Province

Source: Discussion Document – Cape Metropolitan Transport Plan

By *maximising the ability of people* to access the labour market, transport becomes an instrument for alleviating poverty.

During the planning and design of the public and non-motorised transport networks, it is important, therefore, to identify major areas of employment and to link these, either directly or via feeder services, to the labour supply in poor residential areas.

2.2.2 Transport Accessibility for the Poor

Transportation costs and travel times are increased by the lack of adequate roads and systems. The lack of provision and co-ordination of transport infrastructure in the poorest neighbourhoods increase the impact on economically disadvantaged individuals. Pavement programmes in low income areas (such as those developed in different Latin America countries, particularly in Brazil) and other investments in the upgrade of infrastructure have been used with success to reduce the effects of poverty.

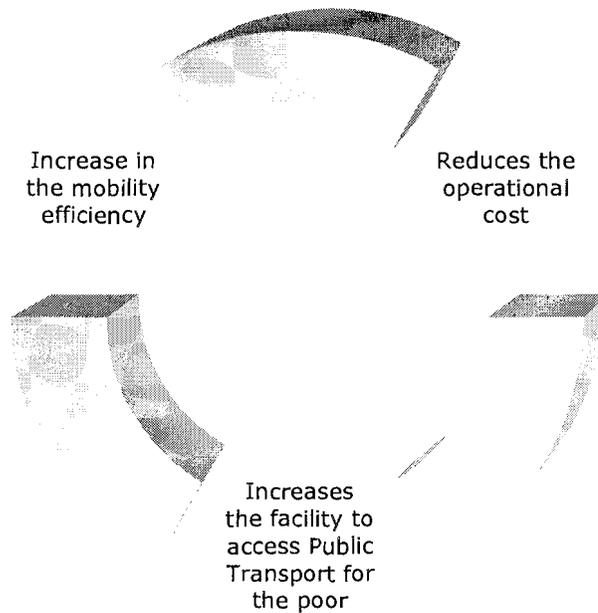
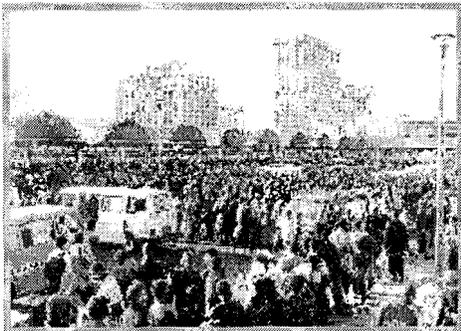


Figure 4: Transport Accessibility

Public transport usage increases the efficiency of mobility, reduces the operational costs of travelling for the individual and therefore increases access to Public Transport for the poor.



In some cities informal taxi operators provide a unique access solution for the poor, particularly when informal dwellings, often with deficient road access, are constructed in response to acute housing shortages. When this is the case, it may be useful to include such operators in the Public Transport Planning under a quality control and enforcement support programme so that they become integrated with the Public Transport System. However, the decision to integrate taxi operators must be based upon principles of self-sustainability, rather than through subsidy mechanisms.

Figure 5: Small operator's station (taxi).

Source: Unknown

2.2.3 Growth in Car Ownership

Population growth in large cities occurs either naturally or via migration from poor rural areas to urban centres where employment is thought to be more readily available. This is characterised by a relatively higher growth in the numbers of poorer inhabitants. At the same time, an ever increasing number of cars add to the demand for road space. Vehicle growth often exceeds the growth in available road capacity; congestion and pollution increase. Soon, the expansion of road infrastructure becomes environmentally and economically unsustainable.

Proper city planning is therefore required. Procurement of land must be determined according to the environmental consequences, the capacity to co-ordinate and integrate fares and routes between different transport modes, the affordability of public transport systems and the impact on the existing transport providers.

A city that emphasises the accommodation of private transport at the expense of public transport will allow demand for Public Transport to decline, which in turn reduces the level and quality of public transport service. As a result, people are less likely to use the public transport voluntarily, and its deterioration will continue.

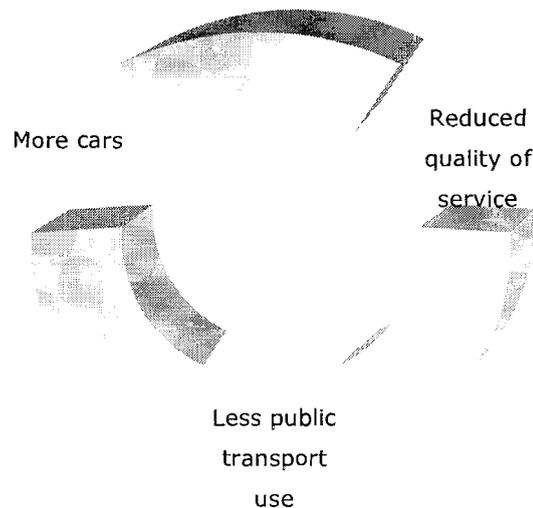


Figure 6: Increase of vehicles in the streets

It is therefore necessary to address the impact of the increase in cars on poor inhabitants. Encouraging Public Transport usage by increasing its quality and level of service is one of a set of strategies needed to manage congestion.

2.2.4 Encouragement of Public Transport

A public transport system that considers human diversity (age, race, gender, social status, physical status, etc.) and consequentially creates a better quality of life to the users is fundamentally encouraging greater patronage. The principles of confidence, control, affordability and understanding constitute the assurance of success in the planning stage. During the planning stage, accessibility must be addressed in order to avoid social exclusion from the benefits of the system by focussing on planning an inclusive service for all income groups.



Figure 7: Curitiba (Brazil) Bus Rapid System

Source: Unknown

As expected, encouraging Public Transport rather than discouraging private vehicle use is a more popular measure of controlling the number of cars in the streets. However, voluntary shifts away from private transport remain elusive targets, despite the quality and efficiency of such public transport initiatives. Far greater success rates are obtainable when “carrot and stick” methods are applied, i.e. by applying travel demand management (TDM) measures to discourage unnecessary use of private transport, in conjunction with substantial improvements in the public transport systems.

2.2.5 Non Motorised Transport and Road Safety



Figure 8: Accident on Vanguard Drive, Cape Province, SA.

Source: Discussion Document – Cape Metropolitan Transport Plan

Current examples of bus-way systems that encourage a shift from private to public transport are Bogotá (Colombia), Curitiba (Brazil) and Quito (Ecuador). The systems that have been implemented in these developing cities have proved to be very effective counters to the expansion of private vehicle trips. Their example has been followed in other cities, e.g. Bucaramanga (Colombia), Lima (Peru), etc. Other successful examples of bus-way systems can be found in Sao Paulo (Brazil), Belo Horizonte (Brazil) and Santiago de Chile (Chile).

The socio-economic impact of accidents due to transportation activities affects all kinds of people and deteriorates dramatically as motorisation increases. The cost of accidents includes the obvious damage to society and the destructive impact on other activities such as tourism, urban development, modal choices to travel, etc. Poor standards of design, lack of enforcement and prosecution, defective driver and pedestrian education all contribute to the high incidence of transport accidents in developing countries..

Unfortunately, in most cases where pedestrians or Non-motorised transport (NMT) users are involved, injuries and fatalities are the predictable consequence. However, as Public Transport users are also pedestrians and in general NMT modes are more affordable than motor vehicles, poor people are more likely to be involved in serious traffic accidents.

Lima (Peru) and Bogotá (Colombia) have developed important infrastructure for NMT based on safety-oriented parameters. By also addressing the poor safety performance of drivers, standards of public transport vehicles and safety standards in engineering with the roll-out of the comprehensive rapid bus transport (RBT) systems, transport accidents in these cities have declined significantly.

2.2.6 Security

In many cities, crime on public transport systems is becoming a serious problem that undermines citizens' confidence and willingness to use the systems. The implementation of strict security measures on the TransMilenio system in Bogotá, Colombia, has increased public acceptance significantly. Crime rates were reduced to almost half their previous levels, and in a recent poll, 63% of respondents cited a safer city as the most important social impact of the system.

It is thus vitally important that an effective and visible security system is implemented to the benefit of all users.

2.2.7 Quality of Life



Reconstructing and maintaining sidewalks and other NMT facilities, implementing facilities for the mobility impaired, improving design standards, driver education, appropriate vehicle maintenance and control of travelling speeds are basic strategies to reduce accidents, enforce the NMT user's rights and improve the quality of life.

Traffic calming principles, in association with strict enforcement and prosecution by the police and road authorities, provide solutions that not only increase safety on the roads but also improve the environment and public spaces.

Figure 9: Side walk and Bicycle Route in Bogotá

Source: International Seminar of Alternative and Human Mobility

Protecting NMT is a way to enhance this. Bicycle roads, sidewalks, pedestrian bridges and other facilities for NMT

provide further encouragement for shifting away from private vehicle usage. Where scarce road space is allocated to these facilities at the expense of private parking spaces, and encroachment onto these facilities by private vehicles is severely penalised, the incentives for modal change are strengthened.

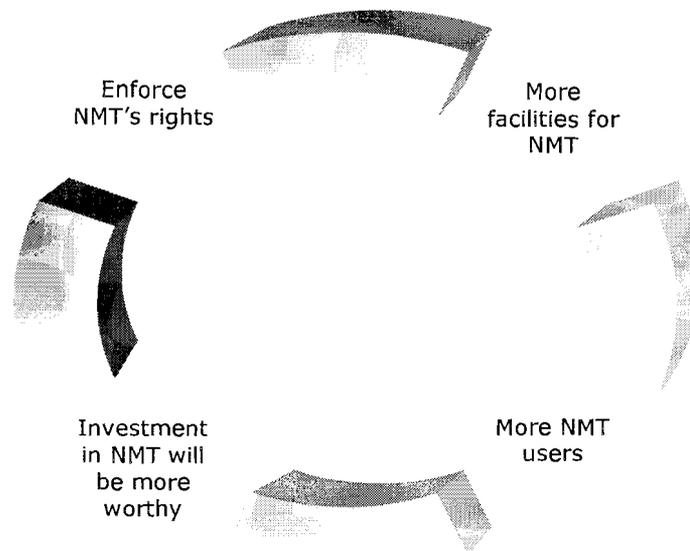


Figure 10: Non Motorised Transport

2.3 Productive City

A productive city is prepared to face global competition by offering facilities to improve the functioning of commercial and industrial activities. In most developed countries the urban sector contributes 50% to 70% to the Gross National Product. The cities of developing countries invest from 15% to 25% of their annual expenditure in transport systems, and in some cases these percentages are much higher¹. In fact, it is common in these countries that approximately 10% of the income of urban families is dedicated to transport activities.

2.3.1 Global Competitiveness

There are two different facets in which transport can address the ideal of making a city a globally competitive entity that promotes good competition between companies, attracts national and international resources and encourages investment: Firstly, by upgrading the service provided to companies (development of a freight strategy, optimisation of routes, etc.) and secondly by facilitating the mobilisation of employees. Possible policies to consider include freight transport regulations in the city centre, improvement of co-operation between freight distributors, and increased use of technology.

2.3.2 Integration of Land Use and Transport Systems

The need for transportation facilities such as ranks, stations and multi-modal facilities, together with choice of modes, standards and frequency of service, should be determined in accordance with land use. It is therefore important to identify critical business and residential nuclei and to include them in the planning of transport systems.

Transport corridors must include a healthy mixture of residential and employment areas so that public transport trips can become better utilised in both directions, in order to reduce operational costs and to utilise available capacity optimally.

2.3.3 Effective and Efficient Land Use Structure

A major waste of resources is the lack of consideration of land use in transport planning. Adequate design of existing and future routes of a public transport system includes the analysis of space utilisation and periods of demand, which depend on the land use of the area. It is recommended therefore that an institutional arrangement be created to coordinate land-use and transport infrastructure, road traffic operations and public transport.

Low density is an obstacle to long-term growth and macro economic strategies, as it interferes with city development strategies and results in inefficient land use structures. It also discourages NMT, consumes natural space and resources and increases the cost of transport.

When looking for a satisfactory cost benefit analysis result, it is imperative to promote and even force densification processes by applying smart growth programmes. It would also be wise for regions with serious urban sprawl to revise their land-use policy prior to introducing any other policy.

Avoid unrestricted construction of dwellings or shopping and cultural facilities outside city centres and along the freeways and intercity road networks and focus on internal development by promoting a new urbanisation policy that is focused on the development of neighbourhoods. Land use strategies that encourage walking, biking and public transport are recommended.

2.4 Well Governed City

A well-governed city is one that is directed efficiently for the maximum benefit of all its citizens. To optimise transport in a city, it is necessary to create institutional arrangements that allow the coordination of land-use decisions with transport infrastructure investments, road traffic operations and public transport design and management.

2.4.1 Political and Institutional Leadership Capacity and Support

Good transportation planning and management, with strong leaders and high technical and professional level institutions are required. Integration and coordination of the National, Provincial and Local levels and the correction of the deficiencies in institutional and human facilitates adequate distribution of functions and responsibilities between the different government agencies. Urban transport and planning related institutions must be restructured to support national development imperatives.

Fragmented institutional powers pose a risk to a comprehensive and continuously working system. In particular, dependency on political factors increases the risk of failure of programmes.

Funding support, technological studies and regulatory intervention depend mostly on central government support and must be focused on benefiting majorities, rather than particular cases.

2.4.2 Addressing Majorities

The implementation of efficient and affordable public transport systems is perceived by the majority of the population as a very clear indication of concern for their welfare. On the other hand, unrestricted expansion of private motorised trip facilities as a solution for increasing the capacity of the existing infrastructure often benefits small communities (private vehicle owners) and requires huge investments.

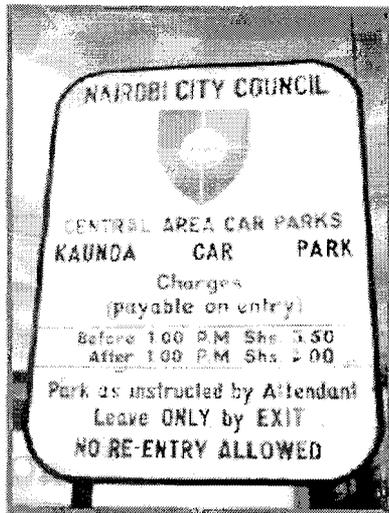
Transport infrastructure upgrading and expansion as well as traffic management and land use regulations, should be focused on improving the movement of people instead of the movement of cars. A shift from road expansion to a more efficient management of urban road networks and public transport is the only way to address the inability of cities to accommodate the growth in travel demand by private vehicles. Despite the fact that the expansion on the road network may be required¹, it is more important to deal adequately with the following aspects:

- More effective management of traffic demand.
- Traffic management techniques to increase the practical capacity of the available road space.
- Improved urban public transport systems and associated infrastructure.

2.4.3 Discouragement of Private Vehicle Usage

As discussed before, an ideal non restrictive measure to discourage private vehicle usage is to increase the quality and level of service of public transport, to make it attractive for more users and reduce the use of private vehicles.

¹ This may happen in especially in rapidly growing cities (often developing ones).



Unfortunately, there are many cases where more restrictions are necessary to compel private vehicle owners to reduce their car usage during peak hours or even the whole day (weekdays or weekends). **This can help** reduce traffic congestion in urban areas.

When combined with a parallel policy of limiting parking space and increasing parking fees, commuters are provided with a greater incentive to switch from private to public transport. This contributes significantly to the reduction of congestion during commuting peak periods. Figure 11 shows how cities such as Nairobi (Kenya) have implemented fees for parking in the central area according to the time of dayⁱⁱ.

Figure 11: Differential parking fees according to time in Nairobi.

Source: ESCAP (ref)

Some additional measures to discourage private vehicle usage are listed below:

- Compulsory private vehicle restriction
- Fuel surcharge
- Car pools allowed on exclusive bus lanes
- City tolls and Intelligent Transport Systems that apply ramp metering techniques, etc.
- Installation of bollards and utilisation of tow-trucks and cranes to protect public spaces from vehicles

Mexico City (Mexico) and Bogotá (Colombia) have developed a private vehicle restriction mandate which includes a regulation that up to 40% of vehicles are not allowed to be in the streets during peak hours.

2.4.4 Transport Legislation and Regulation

A city with a successful transport system requires changes to the whole environment. Since some changes are found objectionable by affected people, a strong and rational government is required so that minority opposition don't affect improvements that benefit the majority. This means, for example, that public sidewalks must be protected from personal and particular benefit (parking, informal business, etc.), even if the commercial businesses disagree with the measure.

2.4.5 Enforcement and Prosecution

Strict regulation to support public transport and to enhance its performance is required as an aid to protect the environment and the rights of the majority. Policemen and traffic authorities' knowledge about planning and traffic management, as well as their capacity to make citizens abide by the law, must be strengthenedⁱⁱⁱ.

Action must be taken and penalties imposed against traffic offenders as well as against harmful emissions of pollutants and noises. Congestion must be minimised and private vehicle use discouraged or even partially and strategically restricted.

2.5 Sustainable City

A sustainable city is one that provides the services required to offer good quality of life to its inhabitants without exhausting the environmental and economic resources. It preserves habitation, natural and governmental resources and maintains a high standard of efficiency, consistently and without fail.

Since transport usually requires significant investments and subsidies for its operation, its planning must be extremely focused on optimising the services in order to reduce operational costs as much as possible and increase the levels of service for the users.

Transport is a service that directly impacts on the quality of life of the population. The ideal policy in this aspect is to create a unique, organised mass transportation system which is environmentally friendly and which provides a fast, accessible, safe and comfortable service. Prioritisation of public transport using exclusive right-of-way lanes makes this mass mobilisation more viable and efficient.

On the other hand, the unrestricted expansion of roads, parking facilities and other private motorised trip facilities are detrimental to reaching the goal of a Sustainable City.

2.5.1 Private Financing of Transport Infrastructure

Because of the inability of the public sector to provide adequate finance for urban transport infrastructure and, in many cases, the relative inefficiency of the public sector to provide transport services, it is often found that the provision of these services is transferred to the private sector, via concessions and permits.

At least 80% of the urban bus services around the world are now privately owned and operated and the number of cities arranging private provision funding of urban transport infrastructure by concessions or other figures is increasing.^{iv}

Governments that promote private financing of infrastructure and operation reduce the fiscal burden required to satisfy the country's needs, provided that such privatisation is well controlled. A complete cost-benefit analysis and selection of high demand corridors is required to guarantee proper use of the investments. Assistance from the government in realistic fare control and commercial profitability will control opportunistic development and other actions that are detrimental to the public budget.

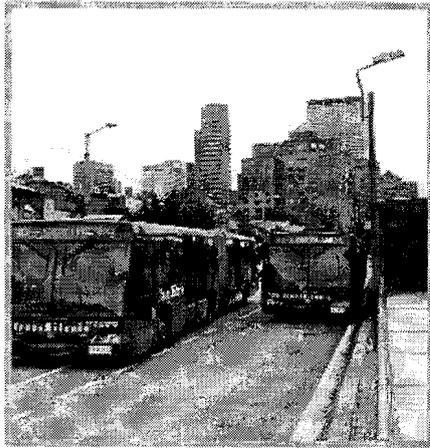


Figure 12: Bogotá's Bus Rapid System

Source: www.transmilenio.gov.co

The full cost of new mass transit investments should be estimated according to its impact on municipal budgets, fares and people. Competition between operators in favour of the people should must be encouraged.

Cities like Bangkok (Thailand), Kuala Lumpur (Malaysia) and Buenos Aires (Argentina) use private financing as a way to secure capital for the investments required for upgrading and building major roads and metros. Bogotá (Colombia) has implemented its rapid bus system by sharing expenses between private and public investors.

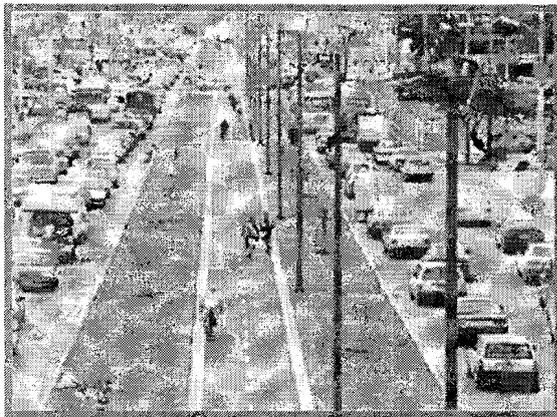


Figure 13: Bicycle Route at Bogotá

Source: Colombian National Planning Department

2.5.2 Non Motorised Transport

Non Motorised Transport is an ideal sustainable alternative for private transport. It is by far the most efficient way to move, from both the environmental and socio-economic point of view. During the planning stage, a corridor does not require additional large investments to make it suitable for NMT. For the users, the costs of acquisition and operation are generally low and tend to compete with the most prevalent mode of all: walking.

International experience has shown that climate and topography play a significant role in the usage of NMT. A mild climate and gentle topography provide additional incentives for a shift from private vehicles to NMT.

The construction of exclusive bicycle routes along high-volume corridors provides an effective alternative to private transport and reduces congestion, pollution, noise, etc., and increases health and fitness.

As in a number of European and Asian cities, Bogotá (Colombia) possesses an extensive bicycle route that has become a substantial aid to decreasing congestion by an increase in usage from 0.5% to 5% in the last 5 years, with an expectancy of achieving 15% in the next 10 years.

2.5.3 Maintenance of Existing Infrastructure

Regular and proper maintenance of the existing infrastructure is also recommended as a tool for increasing the level of service provided and for reducing the environmental and operational cost of transportation. Once operational costs are constrained, it is easier to control the fares for the users.

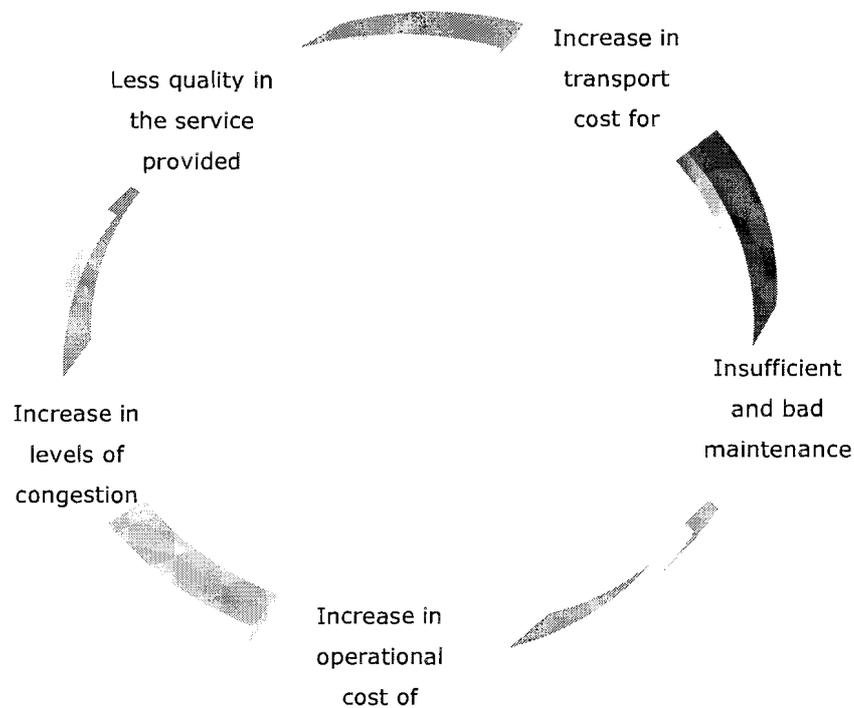
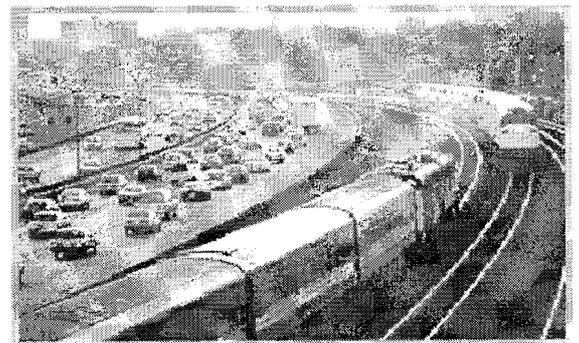


Figure 14: Importance of the Maintenance of the Existing Infrastructure

2.5.4 Transport efficiency and effectiveness

Economic and business activities are very often severely affected by traffic delays. Poor traffic conditions make commuter journeys, particularly for the very poor, extremely long, risky and costly. An inefficient and hazardous transport route to and from work affects the employee's performance and well-being, whereas an effective integrated public transport system is a mechanism to improve the commercial and labour market efficiency.



2.5.5 Humanised Transport Systems

During the planning stage, the different modes of transport interacting in the cities should be integrated and should not compete.^v This requires fare and service rationalisation that aim for long-term sustainability.

The ideal transport system should be sustainable, environmentally friendly, comprehensive, city-wide, affordable, accessible to all and provide fast, safe and comfortable service.

2.5.6 Environmental Protection

Minimisation of the environmental cost of transport activities, which include damage and waste of natural resources, accidents and other security failures on roads and streets, is a must for mobilisation sustainability. NMT and implementation of traffic calming principles encourage the use of non-pollutant sources of energy and contribute to the preservation of the environment.

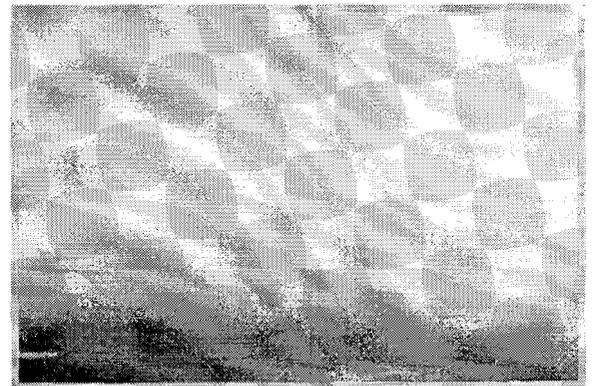
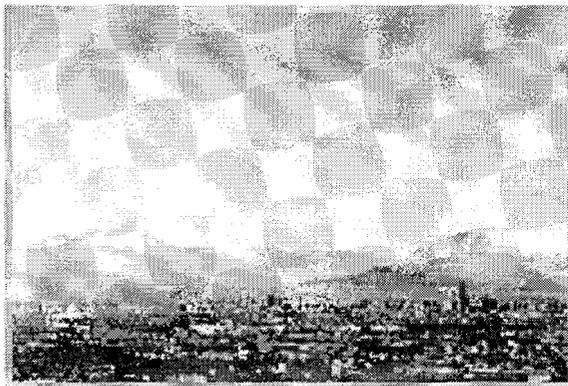


Figure 15: Mexico City (view of Popocatepetl Volcano) on a day without and with high pollution

Source: <http://www.sima.com.mx/sima/df/volcang.html>

As a corrective measure, penalising toxic emissions and harmful noise levels as well as discouragement of private vehicle use has had very effective results in international practice. It is also possible to design and implement simple mechanisms that will largely impact on the alleviation of environmental problems. Fuel taxation is an administratively easy means of generating revenue for environmental solutions, while at the same time discouraging private vehicle usage.

In the particular case of Mexico City two major strategies were applied to correct this situation. National level fuel taxes were surcharged with the intention of focusing on mobile emission source reduction and to create a return on what transport is costing the city. In addition, some of this revenue was dedicated to the "Environmental Trust Fund" in order to use it to finance environmental projects^{vi}.

2.6 Conclusion

Although there is no ideal policy package, some general guidelines emerge from recent international experience. Previous experience shows that transport policies and strategies are more effective when measures are taken as part of a comprehensive transport policy mix. In order to avoid conflict, measures must complement each other.

Due to the similarity of issues requiring further attention in developing countries, including South Africa, it is evident that similar policies can be applied elsewhere, in order to address transport and land use problems.

The exploration and analyses of the international experience will allow South African cities to take advantage of what other cities and countries have already tried with success. The benefit of this exercise for the country is to obtain knowledge that may assist in the process of determining potential transport strategies while saving resources in the feasibility stages of the projects.

Strategies for the adequate design and planning of road transport can easily be derived from the broader concept of sustainability. "(...) sustainable development implies meeting the needs of the present generations without compromising the ability of future generations to meet their own needs (...)".²

A sustainable development for any country cannot be achieved unless:

- The economic effects of employment and the provision of goods are considered,
- The social and distributional needs of the city are met by ensuring a fair distribution of resources, and
- The environmental balance is not destroyed by resource use, waste and pollutant emissions.

Due consideration of these issues will enable sustainability within a framework of economic efficiency, ecological stability and social equity.

Poverty reduction, stable human development, public participation and strengthening of institutions are some of the critical issues which need to be addressed in order to improve the performance of present urban systems, both on a local and global scale.

Adverse impacts of rapid growth in vehicle ownership and use, inadequate urban transport financial mechanisms, improper urban transport regulation and legislation and weak and fragmented urban transportation institutions have become the major obstacles for achieving the transport compliant and globally competitive standard to which South African cities aspire.

² World Commission on Environment and Development / WCED (1987).

3 Comparative Analysis of S A Policy and International Best Practice

3.1 Introduction

As described in the technical note for Chapter 2: Scan of International Best Practice (IBP), policy is developed in response to issues and creates the frameworks within which appropriate strategies are identified that address these issues.

A key aspect of this project is to define a “Transport Compliant City” which addresses the four cornerstones of the SACN’s City Development Strategy (CDS), these being, Inclusivity, Productivity, Good Governance and Sustainability. The results of the investigative research on international best practice in transport culminated in a questionnaire for members of the Transport Working Group on transport policy and strategy in response to a range of issues related to each of the four cornerstones.

Interestingly, as shown in the following sections of this report, South African policy is in most cases complimentary to and in line with international best practice. In some instances South African policy adds to the scope of policy identified in the research, resulting in a more comprehensive definition of a policy framework for a Transport Compliant City.

In some crucial areas, South African policy has fallen short of what is needed for a transport compliant city or is unsupported by essential legislation needed to enable delivery on policy. The more important of these are highlighted in this report.

The relative importance of issues related to each cornerstone of the CDS may vary from city to city and the strategies adopted to give effect to policy may also differ by city. The responsibility for interpretation of relevance of various issues and the appropriate response to these must be left to the individual cities. Notwithstanding, it is important to adopt a comprehensive approach to transport that acknowledges and responds to the wide spectrum of issues related to the SACN’s City Development Strategy.

This broadened approach to conventional transportation planning recognises the impact transport can have, as an instrument of fundamental change in addressing key issues in urban development.

This report focuses on national transport policy for the following reasons:-

1. Notwithstanding the constitutional principle of devolution of responsibility to the lowest competent level of government, national government provides the transport policy framework within which provincial and local authority policy is developed. Consequently, the focus of this aspect of the project is on national policy and the potential to support or restrict the development of a Transport Compliant City.

2. Policy sets out the direction government wants to take in addressing various issues but in itself does not ensure delivery of an adequate response to these issues.

Other factors affecting the response include:-

- appropriate structures and allocation of responsibilities;
- political will and an integrated response from participating levels of government;
- available resources including financial, manpower and skills;
- in some instances enabling legislation

3.2 South African Transport Policy – Broad Framework

The broad framework for South African transport policy is couched within the vision documented in the national government's White Paper on National Transport Policy, which is:-

"To provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being environmentally and economically sustainable".

To achieve this vision SA transport policy is developed within the following goals:-

1. To support national development imperatives as defined within the RDP goals to:-
 - Meet Basic Needs
 - Grow the Economy
 - Develop Human Resources
 - Democratic Decision-making
2. To enable customers requiring transport for people or goods to access the transport system in ways, which best satisfy their chosen criteria.

This user-needs driven system approach applies to the users of passenger transport services by all modes, for commuting, educational, business, tourism, and private purposes, in the urban, rural, regional, and international environment. Special customer groups include the poor, and the disabled.

Needs-driven transport systems will also be responsive to commercial and industrial needs of key customer groups sending goods, which could be high bulk goods, manufactured products, perishables, or those goods which have specialised requirements like hazardous materials, in any environments, by any mode.

3. To improve South Africa's competitiveness and that of its transport infrastructure and operations through greater effectiveness and efficiency to better meet the needs of different customer groups, both locally and globally.
4. To enable customers requiring transport for people or goods to access the transport system in ways which best satisfy their chosen criteria.
5. To invest in infrastructure of transport systems in ways which satisfy social, economic, or strategic investment criteria.
6. To improve the safety, security, quality, and speed of transporting goods as well as people.
7. To achieve the above in a manner which is economically and environmentally sustainable, and minimises negative side effects.

3.3 SACN'S City Development Strategy

This section of Technical Note No. 2 highlights relevant aspects of South African policy that provide the framework for addressing issues related to the four cornerstones of SACN's City Development Strategy.

It is worth noting in the comparison of IBP policy and South African national transport policy the similarity that exists between these two.

3.3.1 The Inclusive City

The Inclusive City needs to address, inter alia, the following issues:-

1. Poverty alleviation
2. Accessibility and mobility needs of various stakeholders and sectors of the Community
3. Spatial separation which is a legacy of apartheid and urban sprawl
4. The need to focus the development of urban transport on the poor majority
5. Transport and pedestrian security and safety
6. Quality of life

Policy in relation to each of these is discussed below.

3.3.1.1 Poverty Alleviation

International best practice promotes various transport related policies to address the fundamental issue of urban poverty faced by many cities throughout the world. The main ones are:-

- To maximise access of poor people to economic, social, recreational and educational opportunities
- To reduce the negative impact of the increase in numbers of cars on poor inhabitants
- To develop efficient and effective public transport systems which are affordable to the poor.

South African transport policy on the movement of people places a high emphasis on all of the above. In particular, policy:-

- requires transport planning to give a higher priority to public transport than private transport by ensuring that adequate public transport services are provided and by applying travel demand management (TDM) measures to discourage unnecessary use of private transport.
- promotes integration of transport and land use planning which discourages urban sprawl, reduces the need to travel and better satisfies user needs. Policy also supports this process by providing for devolution of transport functions to local government, encouraging the establishment of metropolitan transport authorities and the development of Integrated Transport Plans which form an integral part of Integrated Development Plans for the urban areas.
- emphasises the need for effectively integrated, efficient and sustainable public transport systems which are affordable to the poor.

Further, SA policy recognises and supports the transport industry as a major employer and business development opportunity sector for SMME's that often emerge from an impoverished background.

3.3.1.2 Accessibility and Mobility for the Poor

Within the context of Inclusivity, this issue focuses on accessibility and mobility for the poorer community. SA Policy goes beyond this category to include marginalised special needs groups. Addressing this issue requires these groups to be given access through the transport system to all categories of opportunity. For the special needs groups this also includes the ability of the system to provide for their travel needs to most parts of the urban area.

The combination of IBP and SA Policy which focuses on a needs-driven public transport system, in response to this issue is: -

- To accommodate the transport needs of the full range of city residents (age, gender, race, income levels and special needs groups) through promotion of a user needs-driven public transport system.

3.3.1.3 Spatial Separation and Urban Sprawl

This is an additional issue identified in the South African context, where spatial separation is largely a legacy of apartheid planning policy and urban sprawl the result of uncontrolled residential development for high income, high car ownership communities.

The South African policy to address spatial separation which has had such a negative impact on isolated poor communities and aggravated the urban poverty situation is: -

- To restructure land use to overcome the legacy of apartheid planning and its impact on the urban poor by reducing travel distance and time.

Associated policies include: -

- integrated planning of transport and land-use
- directing employment opportunities and key activities to high utilisation public transport corridors
- promotion of corridor and nodal development favouring densification along fully accessible, efficient public transport corridors

3.3.1.4 Focussing Transport on the Poor Majority

The research on IBP identified many urban areas similar to those in South Africa where the majority of the population is poor. The IBP policy in response to this issue is: -

- To budget transport investment and focus technological studies and regulatory interventions to benefit the wider community, rather than small, privileged interest groups.

This policy is clearly supported by current SA Transport policy, which promotes needs-driven public transport systems with a particular focus on the poorer sectors of the community.

3.3.1.5 Safety and Security

Safety in urban transport is a problem predominantly faced by the poor where there are low standards of infrastructure, service, and operation. Security becomes a problem in areas where crime is an issue.

In response to these problems IBP investigative research identified the following policies: -

- to minimise road and pedestrian accidents by addressing deficiencies in:-
 - Standards of equipment, infrastructure, service and operations

- Policing and judicial systems
 - Education
- To ensure personal security of public transport users at all points in their journey.

Policy in the White Paper addresses most of these aspects of road safety but has little to say on the issue of security.

3.3.1.6 Quality of Life

Quality of Life overlaps on many of the other issues addressed above. An additional IBP policy, which also embraces some of these other considerations for inclusivity is: -

- To provide a safe, affordable, convenient, comfortable public transport system accessible to all public transport user groups.

SA Policy encompasses all of the above but adds two other dimensions; these being: -

- to provide user-friendly information systems on public transport services;
- To promote participation of interested and affected parties in all facets of transport.

3.3.2 The Productive City

The Productive City needs to address, inter alia, the following issues: -

1. Global competitiveness
2. Integration of land use and transport systems and effective and efficient land use structures
3. Political and institutional recognition of the role of transport in addressing national, regional and local development imperatives
4. Long term development planning focus

Of the above, the first two issues were identified within the context of the international best practice research. Three and four were identified as significant additional issues in the South African context.

Policy in relation to each of these is discussed below.

3.3.2.1 Global Competitiveness

International best practice identifies the following policies to promote global competitiveness: -

- To encourage development of a stable workforce by improving the plight of the poor through various transport strategies.
- To ensure effective, efficient and safe movement of goods and services
- To optimise existing transport infrastructure and traffic operations

Within the context of global competitiveness, SA transport policy: -

- Supports improved standards of public transport service which are safe, efficient and affordable to the poor as well as accessible to special needs groups such as the disabled. It is generally accepted that improved standards of mobility and reduced cost of transport for the poor improves stability of the workforce.
- Promotes improvements in the safety of private and public transport, which also has a positive effect on the well being of the urban poor in particular.
- Promotes higher standards in traffic control with anticipated improvements in road safety and the operating environment for the movement of people, goods and services.
- Promotes a national approach to a total freight transportation system involving government, customers and users, owners and operators.
- Encourages integration and inter-modalism with partnerships between modes, which improve efficiency in freight handling and movement.
- Promotes entry of SMME's into the road freight sector which provides additional business and employment opportunities for the poor.

Collectively, these and other policies that impact on the public and private transport systems provide a more stable operating environment for business, with potential for improved performance in the market place both in the local and international context.

3.3.2.2 Integration of Land Use and Transport Systems and Effective and Efficient Land Use Structures

In the context of the productive city, the two issues of Integration of Land Use and Transport Systems and Effective and Efficient Land Use Structures are inextricably inter-woven. Efficiency in the performance of various land use functions and activities is restricted where planning has not recognised that transport should not only give support to development but give direction in determining the most efficient locations and patterns of development.

International Best Practice addresses these issues through: -

- requiring integration in the planning of land use and transport systems;
- promoting land use in support of transport systems with a public transport focus;

- adopting multi-modal planning principles with optimal use and positioning of modes in the transport system;
- Promoting and regulating land use densification in support of more efficient public transport systems.

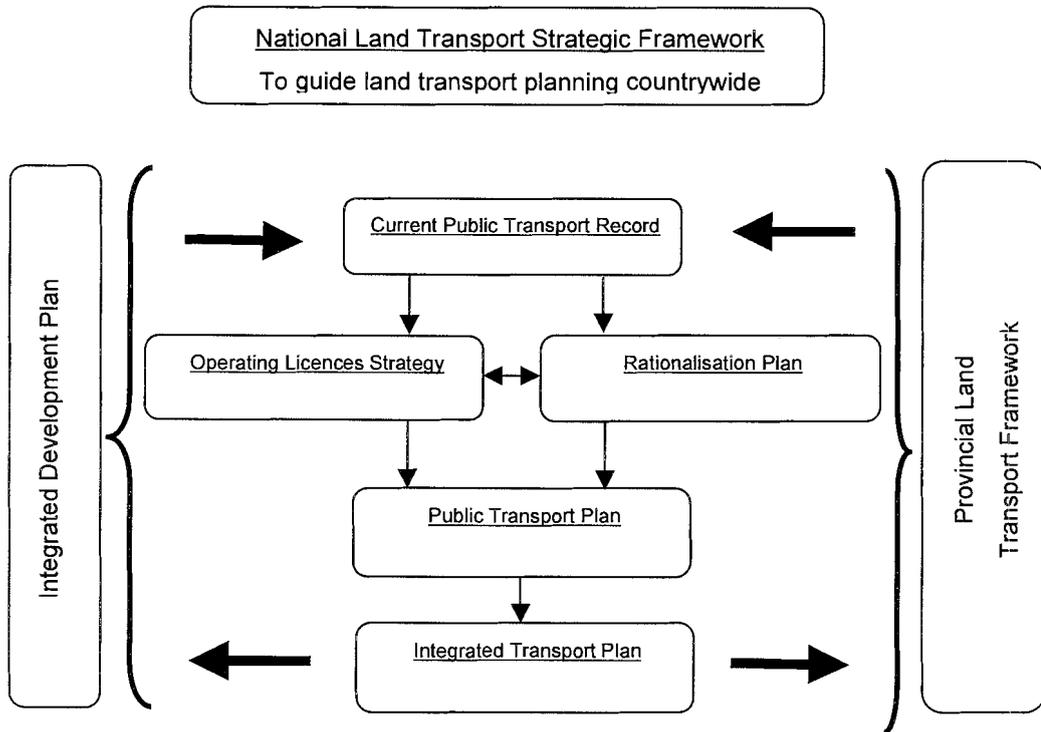
In broad terms, South African national transport policy documented in the White Paper promotes enhancement of the effective functioning of South African cities, through integrated planning of transport infrastructure and facilities, transport operations (including freight movement), bulk services and public transport services.

Within the above context, national policy calls for: -

- Integration of land transport functions with related functions including land use and economic planning and development planning;
- Promotion of corridor densification and infilling in support of reducing the need to travel and better satisfying user needs, through:-
 - Giving priority to infilling and densification along public transport corridors;
 - Directing employment opportunities and activities, mixed land uses and high-density residential development into high-utilisation public transport corridors, interconnected through development nodes within the corridors.

The transport plans required to give effect to national transport policy are defined in the National Land Transport Transition Act (NLTTA) 2000. The following diagram, sourced from the Act, shows the relationship between the various elements of the total plan referred to as the Integrated Transport Plan (ITP).

Interrelationship Between Transport Plans Required in terms of the National Land Transport Transition Act 2000



The Current Public Transport Record (CPTR) provides information on existing infrastructure, routes and services as well as utilisation of these services whilst the Operating Licence Strategy (OLS) and the Rationalisation (RAT) Plan together, form the operational component of the Public Transport Plan (PTP).

Guidelines in support of the NLTTA require the Rationalisation Plan in the short term to address rationalisation of subsidised public transport and in the medium to long term the restructuring of public transport services.

The Operating Licence Strategy ensures planning authorities recommendations to the Operation Licence Board enables that Board, in disposing of applications regarding operating licences, to achieve a balance between public transport supply and utilisation that is both effective and efficient.

It is intended that the preparation of the first OLS should have a short term focus setting out directions for disposing of applications for operating licences. Medium to long term strategies in the second and third years should address the restructuring of unsubsidised services.

The Public Transport Plan (PTP) combines the CPTR, the OLS and RAT Plan. It addresses the provision of both public transport services and infrastructure and facilities within a policy framework that reflects provincial and national transport policy.

The Integrated Transport Plan (ITP) address all aspects of land transport of which the PTP is one component.

As shown in the diagram, the transport plans required in the Act should be integrated with the Integrated Development Plan (IDP) which each city is required to prepare in terms of the Municipal Systems Act. The System Act together with the regulations and guidelines also requires Integrated Transport Plans to be incorporated into the IDP's.

Clearly then, both land use and transport legislation requires integration of these two inter-related and inter-dependent activities. To date however, Integrated Development Plans have generally given limited if any attention to the essential transport components of spatial development framework plans; this notwithstanding the fact that national transport legislation went so far as to suggest that transport planning should give the lead to land use planning.

There are a number of probable reasons for this, these being:-

- the year 2003 IDP's were the first edition of such plans;
- transport plans in many instances were not available in a properly structured format for inclusion in the IDP's;
- the spacial development framework plans which contextualise land use strategy in the IDP's were not always adequately developed to provide the framework for incorporating transport plans.

Clearly, these deficiencies need to be addressed in subsequent versions of the first IDP's. At the same time interaction between transport and land use planners is essential to ensure policy, strategy and implementation programmes are mutually supportive geared towards achieving the under-lying development objectives of each city which should incorporate the SACN's City Development Strategy.

Another fundamental problem associated with much of the current urban transport and land use planning is the absence of long term planning as a basis for structuring effective short to medium term action plans, strategies and programmes. This is discussed further in Section 3.3.2.4 - Long Term Development Planning Focus.

3.3.2.3 Recognition of the Role of Transport in Addressing Development Imperatives

Work carried out by the Transport Working Group and documented in the report entitled "Towards a Strategic Plan for South African Cities: Volume 1: Situational Analysis" identified lack of political priority for transport as a basic issue.

Whilst a comprehensive transport policy framework exists at national level the limitations of legislation and funding severely restrict the ability of local authorities to interpret and deliver on national policy at the local level.

Further, whilst the White Paper highlights the importance of SA transport policy supporting the national development imperatives defined by the RDP goals (refer section 2 point 1), there appears to be a limited recognition of the potential of transport as a fundamental instrument of positive change in the social and economic development sectors.

3.3.2.4 Long Term Development Planning Focus

The various metropolitan areas are at different stages in developing their Integrated Transport Plans as required by the National Land Transport Transition Act. To be effective in addressing the fundamental issues of restructuring and integration of inefficient land use structures and transportation systems, planning requires a long term focus that contextualises short to medium term action plans and programmes.

Currently, both Integrated Transport Plans and Integrated Development Plans tend towards a short term focus which in many instances lacks the contextualisation of a long term transportation framework and a comprehensive spacial development framework. This aggravates the lack of integration of land use and transport planning strategies into a comprehensive fully integrated strategy for urban development, a situation which needs to be addressed in the on-going planning process.

3.3.3 The Well Governed City

Three issues that international best practice addressed as part of the framework for good governance were:-

1. Political and institutional leadership capacity and support
2. Transport legislation and regulation
3. Enforcement and prosecution

In the South African context the following additional issue was also identified in the Transport Working Groups' Situational Analysis report:-

4. Fragmented and ineffective decision making

3.3.3.1 Political and Institutional Leadership Capacity and Support

International best practice recognises this aspect of good governance as essential to the development and delivery of effective urban transport strategies.

Within this context it promotes:-

- the establishment of institutional arrangements with supporting legislation at each level of government which can ensure effective, integrated planning, funding, implementation and management of transport;
- strong leadership with high technical and professional standards in transportation planning and management addressing as necessary the limitations of skills and resources at all levels.

South African policy does not directly address the above issue notwithstanding the fact that there is a definite shortage in skilled professionals in the transportation field, and limited leadership capacity at all levels of government.

3.3.3.2 Transport Legislation and Regulation

International best practice promotes the introduction of legislation with regulations which will:-

- minimise the impact of transport on the environment by regulating the use of each mode of transport in terms of an overall transport plan and encourage use of higher capacity vehicles where appropriate in the total transport system;
- discourage use of private transport by introducing various transport demand management (TDM) strategies which will make the use of private transport more expensive and reduce the relative advantage of private car use over public transport.

South African transport policy supports the use of higher capacity vehicles in the transport system where it fits in with the overall transport plan for a city. In particular existing rail is identified as a mode which needs to be promoted in urban transport solutions, where possible.

The use of Transport Demand Management strategies is also supported in the White Paper policy statements.

South African transport legislation takes the form of the National Land Transport Transition Act 2000 (NLTTA 2000) which has a dominant focus on public transport. The package of plans required by the Act does however include an Integrated Transport Plan which as discussed in 3.3.2.2 above should form a key component of the Integrated Development Plan for each city.

Although many forms of TDM have been debated in the transport sector many of these cannot be effected without appropriate legislation and regulations.

In itself the NLTTA is limited in that it does not address the full range of transport issues and policy which is set out in the White Paper on national transport policy, including inter alia:-

- funding for transport functions
- institutional structuring
- freight transport
- safety
- etc.

3.3.3.3 Enforcement and Prosecution

International best practice recognises that effective enforcement and prosecution is an issue that needs to be addressed on a number of fronts. Policy addresses this issue by ensuring adequate training, capacity and equipment as needed by the courts and law enforcement agencies to effectively deliver on their mandate.

Similar problems exist in the South African context. However, addressing these may be less of a policy issue and more of a capacity and resources issue.

3.3.3.4 Fragmented and In-effective Decision-making

This issue was highlighted in the Situational Analysis report prepared by the Transport Working Group which identified the need for integration of transport functions and responsibilities. Although the establishment of Transport Authorities provides the vehicle for devolution of responsibility for transport to local government, there are many transport functions and areas of responsibility which impact on the urban centres, carried out by parastatals and other levels of government decision-makers. This fragmentation of decision-making at different levels of government, often associated with competing agendas is a matter that should be addressed in policy and legislation, if Transport Authorities are to develop effective transport strategies within the SACN's framework for City Development Strategies.

3.3.4 The Sustainable City

The international best practice research identified four main categories of sustainability issues related to transport these being:-

1. Funding and Finance
2. Efficiency and Effectiveness
3. Humanisation of Transport Systems
4. Environment

These are discussed below.

3.3.4.1 Funding and Finance

The key approach in IBP for funding and financing of transport is:-

- To promote private financing of infrastructure and operations, to assist in meeting a country's transport needs;
- To apply road user charges to cover infrastructure costs, linked to a perceptible improvement in service provision with realistic alternatives available for those who don't want to pay.

Whilst recognising the above, the issues of funding in the South African context need to come to grips with additional fundamental issues, some being unique to this country. Funding is one of the central largely un-addressed issues in the South African transport sector. It impacts on private and public transport services, operations and infrastructure owned and operated by both the private and public sectors.

Current South African funding issues identified in the White Paper for national transport policy include:-

- lack of a sound financial base with inadequate funding levels for transportation infrastructure;
- a history of low national priority for funding of transport apart from subsidisation of rail and bus;
- lack of sustainable and dedicated funding for passenger transport infrastructure, operations and law enforcement and inadequate funding to ensure implementation of long term plans.

South African transport policy supports the principle of user charges for transport, coupled with private/public sector investment. Further, on the basis that the application of funds to transport improvements should be self-sustaining and replicable, SA Policy advocates that users of urban transport facilities should pay for all or most of the costs incurred within limits of affordability.

The closest that national transport policy comes to addressing the issue of dedicated funding is in the White Paper statement that:-

- fiscal powers will be sought, to augment funds transferred from national level, for provincial and local governments in respect of their functional responsibilities.

To date legislation has not been tabled which creates the vehicle for any form of dedicated, adequate funding for transport related activities of local government and transport authority structures.

3.3.4.2 Efficiency and Effectiveness

To promote sustainable transport efficiency and effectiveness, international best practice suggests a policy approach that increases levels of standards of public transport service while reducing operating costs.

This seemingly contradictory approach depends on restructuring and redesign of inefficient public transport systems and services, prioritisation of public transport and promotion of land use that supports an efficient public transport system.

In the area of transport efficiency and effectiveness, South African policy is closely aligned with international best practice. In particular, SA policy requires:-

- Change from a demand-driven to a supply-driven public transport system of routes and services;
- Rationalisation of routes and services using appropriate modes with removal of competing subsidised routes and services.
- Integration of services between modes with integrated fare structures.

3.3.4.3 Humanisation of Transport Systems

International best practice addresses this issue by advocating policy which:-

- provides an environmentally friendly, comprehensive city-wide transportation system which is affordable, accessible to all and provides a fast, safe and comfortable service.

All of these requirements of a 'humanised transport system' are addressed in various aspects of SA's policy in respect of public transport systems and services.

3.3.4.4 Environmental Sustainability

International best practice seems to focus on the pollution issues in environmental sustainability. It recommends minimising the environmental cost of transportation activities in part by introducing penalties for various levels of emission and noise pollution. It also promotes controlled growth of private vehicles and encourages use of non-pollutant energy sources for motorised transport. Further, this policy advocates various forms of traffic management and control which will minimise pollution-causing road congestion.

South African transport policy supports congestion-reducing traffic management and control strategies. Although lead free petrol has recently been introduced, SA policy does not promote penalties for excessive emissions from use of other forms of fuel.

Environmental legislation promotes energy efficiency in all sectors and retro-fitting of buildings and facilities used by the transport sector for energy efficient design is being promoted by a number of the metro authorities.

3.4 Conclusions

The following are the conclusions of this comparative overview of South African policy with international best practice:-

1. South African transport policy documented in the National Department of Transport's White Paper of 1996 encompasses most of the key areas of transport policy identified in international best practice.
2. The implementation of policy at local government level however is limited by a number of constraints; many of these having been identified in the work carried out by the SACN's Transport Working Group, documented in their report entitled:-

"Towards a Strategic Transport Plan for South African Cities – Situational Analysis August 2002"

Some of the key aspects in this report which continue to require urgent attention to enable delivery of effective transport strategies include:-

- lack of political recognition and priority for transport
 - related to the above; lack of commitment to investment in rapidly deteriorating transport infrastructure
 - lack of legislation needed for dedicated, adequate funding which will enable local transport authorities to fulfil their mandates
 - need for institutional restructuring to overcome fragmented and often unilateral decision-making in transport and land use related matters.
3. Within the context of achieving national development imperatives as incorporated into SACN's City Development Strategy, there is limited recognition, politically and institutionally, of the role transport can play as a fundamental instrument of positive change in the economic and social development sectors.
 4. Specific to the area of transport planning required in terms of the National Land Transport Transition Act and land use planning in terms of the Municipal Systems Act, there is need to further develop the longer term (20-30 year) horizon in the development of framework plans. These plans can contextualise the short to medium term action plans and programmes.

Within this context there is an indicated need for a more effective response to the requirements of legislation for integration of land use and transportation planning.

4 Transport Compliant City

The issues comprising IBP and South African Policy flow directly from the SACN's mandate established in direct response to National policy and development imperatives. South African cities that subscribe to the principles of the SACN's CDS thus firstly need to firstly *recognise* the importance of each of these issues. Secondly, they need to *respond* to all these issues by conceiving appropriate solutions that include policy and strategy development within the South African context. Thirdly, they would need to *deliver* those solutions. These three components are illustrated below:



To expand on this theme, a Transport Compliant City is thus one that:

Recognises and responds to National development imperatives incorporated into SACN's CDS in terms of:

- Inclusive,
- Productive,
- Well-governed and
- Sustainable Cities,

Responds to these issues with:

- Appropriate transport policy and strategies
- Long-term, sustainable and comprehensive solutions at the appropriate scale

Delivers those solutions by way of short-term action implementation programmes

South African urban transportation systems, both public and private, require real changes that will support this model of the Transport Compliant City. These changes should focus on improving the quality of life of all citizens by enhancing their ability to contribute to, and benefit from, the economic growth of their city.

The magnitude of this challenge should not be underestimated. Implementation of socio-economic alternatives of change will require strong political commitment, institutional reform and a clear assignment of responsibilities within political institutions. In addition, the continuity of these processes must be guaranteed by incorporating them into the long term transport vision and objectives and sustaining their momentum over the long-term 20 to 30 year horizon.

5 Transport Working Group Workshop

5.1 Preparation for Workshops

5.1.1 Introduction

This technical note summarises the proceedings of the workshop held on 20th November 2003 under the auspices of the Transport Working Group (TWG) of the South African Cities Network (SACN), graciously hosted by the City of Cape Town and chaired by the SACN's Sithole Mbanga. The objective of the workshop was to engage the transport managers of the cities in a participative process whereby each member was required to:

- Hand in the completed situational review questionnaire that was sent out to all transport managers prior to the meeting.
- Present their city's current situation as defined in the questionnaire
- Assess and take notes on other member's presentations.

In turn, the SACN secretariat and the consultants appointed for the research project would:

- Comment on the overall impressions gained from the presentations, as viewed from the perspective of the SACN's City Development Strategies, and facilitate further discussion.
- Establish a suitable date and agenda for the Information Sharing Conference to be held in February 2004.

The workshop agenda is shown in Figure 16.

SA CITIES NETWORK – URBAN TRANSPORT STRATEGIES TWG MEETING – 20 NOVEMBER 2003 WORKSHOP AGENDA	
10h30 – 10h35	Welcome & Introduction
10h35 – 13h30	Presentations by 4 Cities (35 min each) Discussion (35 Min)
13h30 – 14h10	Lunch
14h10 – 16h30	Presentations by 3 Cities (35 min each) Discussion (35 Min)
16h30 – 16h55	Discussion on Information Sharing Event
16h55 – 17h00	Closure

Figure 16: Workshop Agenda

5.1.2 Format of Questionnaire

The first part of the questionnaire addressed broader aspects of Transport's role in developing effective City Development Strategies. A number of questions were asked which addressed not only the local context but the regional and national context of the Cities. Here, each city representative, in preparing the presentation and answering the questionnaire, needed to reflect upon and answer these crucial questions as briefly as possible. It was expected that in many instances cities would not be able to define any action or position on the particular issue or question. Nevertheless, there was value in identifying members' interpretation of the importance of these issues and the need if any for individual or collective action / response. Such actions would then form part of the ongoing work in the TWG's Transport Development Programme.

The structure of the rest of the questionnaire was hierarchical in that, for each of the four corner stones of the SACN CDS, a number of transport issues had been identified. For each issue, one or more policies were described and each of these, in turn, was supported by one or more strategies. This hierarchy was discussed in chapter 2 and illustrated in Figure 2.

Thus, both in preparing for the presentation and rating the city against individual policies and strategies, the city representative would attempt to convey an honest appraisal of the specific city's current performance with regard to the success of each policy and strategy, in resolving the issue under consideration.

5.1.3 Answering the Questionnaire

The structured part of the questionnaire, i.e. as grouped under the four separate cornerstones of the SACN CDS, was answered by providing only a rating, *for each issue, policy and strategy*, using one of the codes listed in Table 2. The following guidelines accompanied the questionnaire:

- The broader perspective questions were to be answered briefly, each with a short sentence or two. Every broader perspective were to rated in the column labelled "Home City", in terms of a self-evaluation as to how the city currently performed in that area.
- For the four CDS cornerstones, the column labelled "Home City" needed to be completed by inserting the ratings codes, as evaluated from the city's perspective. It was important that a rating be filled in for every issue, policy and strategy, as per the codes. For example, a member may have felt that a city's overall response to an issue rated very poorly, even though individual policies that address the issue rated higher. Further, a city may be applying some strategies ineffectively when implementing an excellent policy, with strategy ratings ranging from P to G. Each issue, policy and strategy were to be assessed in its entirety.
- All institutional, financial, legislative and other constraints that hamper the effective implementation of policies and strategies were to be inserted in the available space adjacent to the policy or strategy, using a brief sentence or two to describe the constraint and its extent. Where necessary, arrows could be drawn from the constraint to the policies and/or strategies affected by the constraint.

- A copy needed to be made of the completed questionnaire, for the city's own records.

Table 2: Questionnaire Codes

Category	Description	Code
Not applicable	Issue, policy, or strategy is not relevant for this city, and will never be relevant.	N
Relevant	Issue, policy or strategy is relevant and could apply, but has not as yet been considered, proposed or implemented by this city.	R
Intended	Issue, policy or strategy is already part of the city's transport framework, but has not yet been implemented.	I
Implemented	Issue, policy or strategy is already part of the city's transport framework, is in place and can be evaluated according to the following: <ul style="list-style-type: none"> • Zero: totally useless issue, policy or strategy, has not worked, and never will. • Poor, not recommended, should be scrapped or totally restructured. • Fairly successful, requires significant improvement. • Good, needs slight improvement only. • Excellent, it's as close to perfect as possible. 	Z P F G E

5.2 Questionnaire Responses

Completed questionnaires were received from the following member cities:

- Buffalo City Municipality (Broad perspectives only)
- City of Cape Town
- Ethekwini Metropolitan Municipality
- City of Johannesburg
- Mangaung Municipality
- Nelson Mandela Metropolitan Municipality
- City of Tshwane

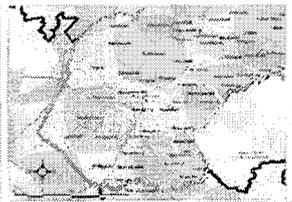
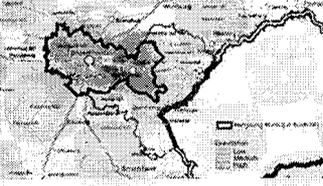
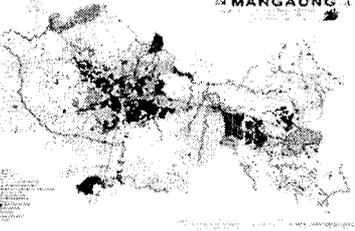
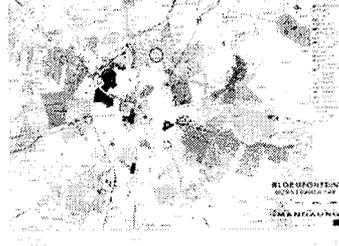
Apologies were received from officials from Buffalo City Municipality and Ekurhuleni Metropolitan Municipality, who were unable to attend.

The original intention was to provide the opportunity for members to complete a second copy of the questionnaire during the workshop presentations, whereby they would fill in the columns for the other cities on the basis of a peer review. However, due to time restraints, this proved to be impractical during the workshop.

5.3 Presentations

Each member was allocated 20 minutes for the presentation, followed by a fifteen-minute session for questions and answers. All six presentations were done using Microsoft PowerPoint operating on a laptop computer linked to an LCD projector. The presentations are shown in Tables 3 to 8 below, in the order presented. Note that, for the purpose of this report, the slides have been compressed to save space and to minimise the size of the document. The original PowerPoint presentations available elsewhere on this CD provide improved resolution and clarity, if needed.

Table 3: Mangaung Municipality – Mr Willie Loftus

<p>MANGAUNG LOCAL MUNICIPALITY</p> <p>PUBLIC TRANSPORT PLANNING</p> <p>1</p>	<p>VISION</p> <p><i>"By 2015 Mangaung is recognised nationally and internationally as a safe and attractive place to live, work and invest and is served by an effective, efficient, reliable and convenient transport system, which caters for the mobility needs of the Mangaung population, enhancing sustainable economic growth in the area, does not lead to the degradation of the environment and portrays the successes of a properly planned and effectively integrated transport planning approach."</i></p> <p>2</p>	<p>Transport specific objectives</p> <ul style="list-style-type: none"> to maximise choice of transportation modes and access to opportunities; to maximise the convenience and comfort of the transport system; to maximise the security and safety of the transport system; to maximise the affordability and efficiency of the transport system and infrastructure; to provide an environmentally sound transport system by minimising the environmental impact and maximising the quality of life of communities; to minimise travel time by all modes of transport; to minimise transport infrastructure and mode capital cost; and to maximise the co-ordination and integration of modes of the Mangaung transport system so that each mode fulfils an appropriate role to avoid duplication of systems. <p>3</p>																								
<p>Motheo District</p>  <p>4</p>	<p>Mangaung Municipal Area</p>  <p>5</p>	 <p>6</p>																								
 <p>7</p>	<p>MANGAUNG MUNICIPALITY: Key statistics (general)</p> <table border="1"> <thead> <tr> <th>Factor</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Population size</td> <td>740 000</td> </tr> <tr> <td>Urban Population</td> <td>700 000</td> </tr> <tr> <td>Rural Population</td> <td>40 000 (5,4%)</td> </tr> <tr> <td>Surface area</td> <td>6 363 km²</td> </tr> <tr> <td>Unemployment rate</td> <td>35% (rising to 45% in Thaba Nôku)</td> </tr> </tbody> </table> <p>8</p>	Factor	Number	Population size	740 000	Urban Population	700 000	Rural Population	40 000 (5,4%)	Surface area	6 363 km ²	Unemployment rate	35% (rising to 45% in Thaba Nôku)	<p>MANGAUNG MUNICIPALITY: Key statistics (Buses)</p> <table border="1"> <thead> <tr> <th>Factor</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Buses in MLM area</td> <td>243</td> </tr> <tr> <td>Bus termini</td> <td>4</td> </tr> <tr> <td>Routes</td> <td>102</td> </tr> <tr> <td>Length</td> <td>3km – 113km</td> </tr> <tr> <td>Fares</td> <td>R3 – R60</td> </tr> </tbody> </table> <p>9</p>	Factor	Number	Buses in MLM area	243	Bus termini	4	Routes	102	Length	3km – 113km	Fares	R3 – R60
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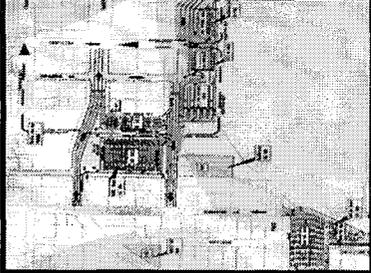
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	<p>INCLUSIVITY (cont.)</p> <ul style="list-style-type: none"> P2: To accommodate the transport needs of all city residents <ul style="list-style-type: none"> S2.1 To introduce a rail passenger service between Bloemfontein/Botshabelo/Thaba Nchu S2.2 To develop a land pricing strategy that supports the settlement of poor people in more accessible areas S2.3 To provide facilities for the various forms of NMT where demand exists (cycle paths, pedestrian facilities etc.) S2.4 To facilitate access to NMT for poor people (Provincial Initiative) 	<p>INCLUSIVITY (cont.)</p> <ul style="list-style-type: none"> P3: To minimise road and pedestrian accidents <ul style="list-style-type: none"> S3.1 Strengthen policing and judicial authority capacities S3.2 Control speeding and enforce vehicle safety standards S3.3 Introduce appropriate systems and infrastructure to reduce accidents S3.4 Introduce traffic calming measures S3.5 Increase levels of law enforcement 										
<p>INCLUSIVITY (cont.)</p> <ul style="list-style-type: none"> P4: To ensure personal security of PT users <ul style="list-style-type: none"> S4.1 To provide adequate levels of policing on streets, at ranks and on vehicles P5: To provide a safe, affordable, convenient and reliable PT service <ul style="list-style-type: none"> S5.1 To provide, properly maintain and service a good standard of infrastructure and vehicle fleet S5.2 Provide infrastructure to accommodate mobility impaired S5.3 Reconstruct and maintain sidewalks and other pedestrian facilities 	<p>INCLUSIVITY (cont.)</p> <ul style="list-style-type: none"> P6: To budget for PT as to benefit the wider community <ul style="list-style-type: none"> S6.1 Bulk of annual transport infrastructure budget allocated to economically deprived areas. 	<p>PRODUCTIVITY</p> <ul style="list-style-type: none"> P1: To create a space that is conducive to economic development <ul style="list-style-type: none"> S1.1 To improve the commercial and labour market efficiency by promoting an effective integrated PT system P2: To encourage development of a stable labour force <ul style="list-style-type: none"> S2.1 To increase accessibility to opportunity for all P3: To provide transport in terms of an integrated transport/land use plan <ul style="list-style-type: none"> S3.1 Multimodality principles in planning/optimum use and positioning of modes S3.2 Incorporate activity centres and business nodes into the LU/Transport Plan 										
<p>PRODUCTIVITY (cont.)</p> <ul style="list-style-type: none"> P4: To promote land use in support of PT <ul style="list-style-type: none"> S4.1 Promote and regulate densification of development nodes and corridors 	<p>GOOD GOVERNANCE</p> <ul style="list-style-type: none"> P1: Strong leadership and support from institutional and political structures <ul style="list-style-type: none"> S1.1 Restructure institutional arrangements at all levels to ensure effective planning, funding, implementation and management of transport P2: To provide high technical and professional standards in transport planning and management <ul style="list-style-type: none"> S2.1 Effective and efficient recruitment and training programmes P3: Devolve transport functions to lowest competent level <ul style="list-style-type: none"> S3.1 Establish a Transport Authority 	<p>GOOD GOVERNANCE (cont.)</p> <ul style="list-style-type: none"> P4: Provide effective enforcement and prosecutions <ul style="list-style-type: none"> S4.1 Provide training, capacity and equipment for law enforcement agencies and courts to prosecute offenders effectively S4.2 Improve management of traffic congestion and events P5: Provide integrated and coordinated policy and activities between all spheres of government <ul style="list-style-type: none"> S5.1 Rationalise, integrate and coordinate functions and responsibilities of all 3 spheres of government 										
<p>SUSTAINABILITY</p> <ul style="list-style-type: none"> P1: Promote private financing of infrastructure and operations <ul style="list-style-type: none"> S1.1 Encourage and provide opportunities for private financing of infrastructure and operations P2: Foster a sound financial base for transport infrastructure <ul style="list-style-type: none"> S2.1 Motivate greater appropriations for transport infrastructure 	<p>SUSTAINABILITY (cont.)</p> <ul style="list-style-type: none"> P3: Reduce operating costs and increase levels and standards of service of PT <ul style="list-style-type: none"> S3.1 Integrate land use and transportation planning S3.2 Define nodes and corridors that support public transport use S3.3 Promote and regulate densification policies S3.4 Minimise traffic congestion through various forms of management and control S3.5 Regularly maintain existing infrastructure S3.6 Change from a supply driven to a demand driven PT system S3.7 Regulate market entry through licensing board P4: To minimise the environment cost of transport activities <ul style="list-style-type: none"> S4.1 Minimise congestion through various forms of management and control S4.2 Provide facilities for NMT according to traffic calming principles 	<p>THANK YOU</p>										
<p>10</p>	<p>11</p>	<p>12</p>										
<p>13</p>	<p>14</p>	<p>15</p>										
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<p>19</p>	<p>20</p>	<p>21</p>										
<p>22</p>	<p>23</p>	<p>24</p>										

Table 4: City of Johannesburg – Mr Bob Stanway

<p>1</p>	<p>2</p>	<p>3</p> <p>The transport strategy and integrated transport plan will support and contribute to the realisation of the 2030 vision through delivering:</p> <p>A safe and efficient transportation system, with a public transport focus, that will support a world class city; connecting business, people and places in a sustainable and cost effective manner and through this, improve the standard of living and quality of life of all the City's inhabitants and the overall competitiveness and growth of the City's economy</p>												
<p>4</p> <p>Transport supports City Outcomes</p> <table border="1"> <tr> <td>Improved Standard of Living</td> <td>Provide safe and affordable transport access to employment, education, recreation and markets</td> </tr> <tr> <td>Poverty Reduction</td> <td>Provide targeted interventions to support access to income opportunities and affordable transport for the poor and very poor</td> </tr> <tr> <td>Economic Growth and Transformation</td> <td>Provide market access and support mobility upgrading, innovation and access for SMEs and small-owned enterprises to the transport market</td> </tr> <tr> <td>Sustainable Urban Environment</td> <td>Support and drive transport user and provider behaviour towards public transport, sustainable transport solutions and greener, durable transport infrastructure</td> </tr> <tr> <td>City Resilience and Efficiency</td> <td>Provide infrastructure and operational transport plans consistent with, and in support of, the City Spatial Framework</td> </tr> </table>	Improved Standard of Living	Provide safe and affordable transport access to employment, education, recreation and markets	Poverty Reduction	Provide targeted interventions to support access to income opportunities and affordable transport for the poor and very poor	Economic Growth and Transformation	Provide market access and support mobility upgrading, innovation and access for SMEs and small-owned enterprises to the transport market	Sustainable Urban Environment	Support and drive transport user and provider behaviour towards public transport, sustainable transport solutions and greener, durable transport infrastructure	City Resilience and Efficiency	Provide infrastructure and operational transport plans consistent with, and in support of, the City Spatial Framework	<p>5</p> <p>Transport Goals</p> <table border="1"> <tr> <td> <ul style="list-style-type: none"> Choice Affordability Convenience Safety Comfort Choice </td> <td> <ul style="list-style-type: none"> Equity Transformation & Formalisation System Efficiency Safety Sustainability </td> </tr> </table>	<ul style="list-style-type: none"> Choice Affordability Convenience Safety Comfort Choice 	<ul style="list-style-type: none"> Equity Transformation & Formalisation System Efficiency Safety Sustainability 	<p>6</p> <p>Three Strategic Themes</p>
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<p>7</p>	<p>8</p> <p>Strategic Thrusts (1)</p> <table border="1"> <tr> <td> <p>1. Core Basic Service</p> <ul style="list-style-type: none"> Improve public transport access to Johannesburg residents currently without access Reduce costs to the household currently spending in excess of 10% of income Provide road and infrastructure linkages to residential nodes and suburban nodes with an currently lacking Provide all-weather surfacing on the estimated 813 km² of gravel roads in residential areas Rehabilitate gravel roads currently in a poor condition </td> <td> <p>2. Integration of Planning and City Structure</p> <ul style="list-style-type: none"> Develop transport infrastructure and services to support the Spatial Development Framework of the City, with physical service densities supporting the demand and land capacity utilization requirements for public transport competitiveness and the sustainability objectives of the City (with a focus on the north-south and east-west corridors) Develop key infrastructural linkages and plans to support the efficiency of the freight system in the City with the selected focus of the City economic strategy </td> </tr> </table>	<p>1. Core Basic Service</p> <ul style="list-style-type: none"> Improve public transport access to Johannesburg residents currently without access Reduce costs to the household currently spending in excess of 10% of income Provide road and infrastructure linkages to residential nodes and suburban nodes with an currently lacking Provide all-weather surfacing on the estimated 813 km² of gravel roads in residential areas Rehabilitate gravel roads currently in a poor condition 	<p>2. Integration of Planning and City Structure</p> <ul style="list-style-type: none"> Develop transport infrastructure and services to support the Spatial Development Framework of the City, with physical service densities supporting the demand and land capacity utilization requirements for public transport competitiveness and the sustainability objectives of the City (with a focus on the north-south and east-west corridors) Develop key infrastructural linkages and plans to support the efficiency of the freight system in the City with the selected focus of the City economic strategy 	<p>9</p> <p>Strategic Thrusts (2)</p> <table border="1"> <tr> <td> <p>3. Upgrade Public Transport</p> <ul style="list-style-type: none"> Implementation of all day, frequent and cost-effective transport services in core transport corridors and nodes Implement routing plans to support the spatial structure and customer travel needs Invest in improved transport information services Invest in dedicated public transport infrastructure and other mode connections at key nodes Stimulate appropriate competition for and on routes to drive innovation and improved service </td> <td> <p>4. Manage Private Car Usage and Competitiveness</p> <ul style="list-style-type: none"> Upgrade infrastructure and traffic management systems to improve access to key economic nodes, mobility between key nodes and reduce peak hour times, with a focus on promoting public transport Implement targeted travel demand management measures to ensure private car usage over time evolves and develops consistent with overall city objectives </td> </tr> </table>	<p>3. Upgrade Public Transport</p> <ul style="list-style-type: none"> Implementation of all day, frequent and cost-effective transport services in core transport corridors and nodes Implement routing plans to support the spatial structure and customer travel needs Invest in improved transport information services Invest in dedicated public transport infrastructure and other mode connections at key nodes Stimulate appropriate competition for and on routes to drive innovation and improved service 	<p>4. Manage Private Car Usage and Competitiveness</p> <ul style="list-style-type: none"> Upgrade infrastructure and traffic management systems to improve access to key economic nodes, mobility between key nodes and reduce peak hour times, with a focus on promoting public transport Implement targeted travel demand management measures to ensure private car usage over time evolves and develops consistent with overall city objectives 								
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<p>10</p> <p>Strategic Thrusts (3)</p> <table border="1"> <tr> <td> <p>3. Promote Upgrading and Innovation</p> <ul style="list-style-type: none"> Providing, where appropriate, competition and vitality in the transport industry Empowering customers through provision of information and establishment of feedback mechanisms and consumer protection initiatives Focused programmes and transport and logistics interventions to promote investment and upgrading in the transport and logistics sector </td> <td> <p>4. Safety and Security</p> <ul style="list-style-type: none"> Rehabilitate the estimated 15% of the road network currently in a poor and not poor condition Provide or upgrade stormwater drainage, signals and other road furniture to improve traffic safety levels based on systematic safety audit processes Develop specific pedestrian safety promotion and infrastructure investment programmes to ensure improving levels of pedestrian safety Develop public transport and tourist safety and security interventions for key public transport and tourist nodes and services Develop focused and cost-effective traffic safety enhancement programmes Promotion of investment and maintenance in the public transport system </td> </tr> </table>	<p>3. Promote Upgrading and Innovation</p> <ul style="list-style-type: none"> Providing, where appropriate, competition and vitality in the transport industry Empowering customers through provision of information and establishment of feedback mechanisms and consumer protection initiatives Focused programmes and transport and logistics interventions to promote investment and upgrading in the transport and logistics sector 	<p>4. Safety and Security</p> <ul style="list-style-type: none"> Rehabilitate the estimated 15% of the road network currently in a poor and not poor condition Provide or upgrade stormwater drainage, signals and other road furniture to improve traffic safety levels based on systematic safety audit processes Develop specific pedestrian safety promotion and infrastructure investment programmes to ensure improving levels of pedestrian safety Develop public transport and tourist safety and security interventions for key public transport and tourist nodes and services Develop focused and cost-effective traffic safety enhancement programmes Promotion of investment and maintenance in the public transport system 	<p>11</p> <p>Strategic Thrusts (4)</p> <table border="1"> <tr> <td> <p>7. Support Sustainability</p> <ul style="list-style-type: none"> Ongoing upgrading of the public transport system to promote its competitiveness relative to private car usage Management of private car usage to reduce overall reliance on cars Promotion of sustainable transport solutions, particular non-motorised solutions Implementation and promotion of emissions standards in private and public transport Enforcement of standards and regulations regarding vehicle road-worthiness standards to ensure households and firms continuously maintain vehicles Monitoring and management of performance in road network investments by the JRA </td> <td> <p>8. Enhance standards and requirements</p> <ul style="list-style-type: none"> Monitor and enforce traffic laws by JAMPD Monitor and manage performance of road network by JRA </td> </tr> </table>	<p>7. Support Sustainability</p> <ul style="list-style-type: none"> Ongoing upgrading of the public transport system to promote its competitiveness relative to private car usage Management of private car usage to reduce overall reliance on cars Promotion of sustainable transport solutions, particular non-motorised solutions Implementation and promotion of emissions standards in private and public transport Enforcement of standards and regulations regarding vehicle road-worthiness standards to ensure households and firms continuously maintain vehicles Monitoring and management of performance in road network investments by the JRA 	<p>8. Enhance standards and requirements</p> <ul style="list-style-type: none"> Monitor and enforce traffic laws by JAMPD Monitor and manage performance of road network by JRA 	<p>12</p> <p>Sustainability</p> <p>See specific strategic thrusts for:</p> <ul style="list-style-type: none"> Climate Change and Emissions Manage private car usage and competitiveness Equity and Equality Energy and Energy Efficiency Water and Water Availability Waste 								
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<p>13</p> <p>Productivity</p> <p>See specific strategic thrusts for:</p> <ul style="list-style-type: none"> Promote upgrading and innovation Manage private car usage and competitiveness Integration of planning and City Structure CO₂ Issues EDUPAT (Tax, Para, Informal) ETP (Assessing Digital City) 	<p>14</p> <p>Good Governance</p> <p>See specific strategic thrusts for:</p> <ul style="list-style-type: none"> Close basic service linkages Implementation of standards and regulations CO₂ Issues Manage private car usage and competitiveness Public transport law enforcement Regulation of PATA, and other transport providers and ITC 	<p>15</p> <p>Sustainability</p> <p>See specific strategic thrusts for:</p> <ul style="list-style-type: none"> Climate Change and Emissions Manage private car usage and competitiveness Equity and Equality Energy and Energy Efficiency Water and Water Availability Waste 												

Table 5: City of Tshwane – Mr Mike Krynauw

<p>The role of Transport in South African Development Strategies: Strategy Generation and Implementation</p> <p>City of Tshwane Metropolitan Municipality</p> <p>24 November 2007</p>		<p>Vision and Mission of Tshwane Transport</p> <p>"An integrated transport system that meets the needs of all the people of Tshwane in a sustainable and affordable manner."</p> <p>"To provide a safe, reliable, clean and accessible service to all citizens and businesses of Tshwane in a sustainable manner. To provide a service that meets the needs of all citizens and businesses through the efficient management, maintenance, social and economic development."</p>
<p>Private vehicle volumes</p> <p>Population derived from:</p> <ul style="list-style-type: none"> Flats, duplex, simplex & sectional titles Formal & informal houses Hostels & single people <p>Population divided into:</p> <ul style="list-style-type: none"> Economic Active = 910 800 Economic non-active=1 140 500 Age < 15 years Scholar/full time student Housewife Pensioner Other Total = 2 051 300 	<p>Bus passenger volumes</p> <p>Employment divided into:</p> <ul style="list-style-type: none"> Formal = 630 200 Retail Office Industrial Ware house Local trading Other inside workers Agriculture/mining Construction Transport Informal = 103 300 Informal at home, at work Unemployed = 246 800 Unemployed at home, 7week 	<p>Rail passenger volumes</p>
<p>Transport Goals</p> <ul style="list-style-type: none"> Support economic development Improved access and mobility Improved safety and security Reduced environmental impacts Improved livability and community well being 	<p>Inclusive City</p> <p>1.5.2 To provide a safe, affordable, convenient, comfortable PT service accessible to all PT user groups</p>	<p>Productive City</p> <p>2.2.1 To provide transport services and facilities in terms of an integrated transport/land use plan</p>
<p>Good Governance</p> <p>3.4.1 To provide integrated and coordinated policy and activities between (national and provincial authorities) all levels of government.</p>	<p>Sustainable</p> <p>4.1 Transport funding and finance in general</p>	<p>Key strategic questions</p> <ul style="list-style-type: none"> What do we mean by a "sustainable scenario"? How do we effectively communicate and sell all this to the politicians, the M&P and other stakeholders? What is the essence of the strategy that is needed to leverage or shift us from the trend to the sustainable scenario? What are the five or so main things that we must do as strategies that we must effectively implement? What are the five or so main issues and challenges? <p>TRENDS OVER TIME</p>

Table 6: eThekweni Metropolitan Municipality – Mr Andrew Aucamp

<p>SA Cities Network</p> <p>eThekweni Transport Authority</p> <p>1</p>	<p>Context of eThekweni Transport</p> <p>NEW eTA established – new Governing Body, new structure, new top leadership</p> <p>↓</p> <p>Need to reposition and re-evaluate</p> <p>↓</p> <p>NEW vision / mission, goals and objectives, strategic thrusts etc</p> <p>2</p>	<p>Context of eThekweni Transport cont</p> <p>IDP: quality of life main goal: sets where we are going as a City</p> <ul style="list-style-type: none"> - Meeting basic needs - Economic development - basic skills and development of people <p>3</p>
<p>Broader perspective</p> <p>Good IDP with clear vision, outcomes and measurements</p> <p>Transport features in IDP:</p> <ul style="list-style-type: none"> - safety, - mobility esp PT efficiency and effectiveness, - compact land-use, - productivity and conserve growth esp freight <p>↓</p> <p>Clear framework and context for transport</p> <p>We are developing vision, goals and strategies to complement and support City vision</p> <p>4</p>	<p>Broader perspective cont.</p> <p>Transport's perceived role: EXCELLENT</p> <ul style="list-style-type: none"> - first TA - Gov Body – Mayor and Deputy mayor - Mayor: "Transport must lead..." CHAMPION - Transport formed basis of Spatial Framework <p>Role Of transport in eThekweni</p> <ul style="list-style-type: none"> - Port – customers => Proc, Nation and Continent - 3.1 mill pop with high unemployment and poverty - Suburb – high % of industrial areas <p>5</p>	<p>Broader perspective cont.</p> <p>NLTTA requirements:</p> <ul style="list-style-type: none"> - First OLS by Feb 2004 - First PTP by April 2004 <p>Various components of FTP going ahead rapidly:</p> <ul style="list-style-type: none"> - Freight Plan - Safety Plans by April 2004 <p>6</p>
<p>Broader perspective cont.</p> <p>Political support for transport</p> <p>Gov Body – Mayor and Deputy mayor</p> <p>Mayor: "Transport must lead..." CHAMPION</p> <p>Marketing</p> <p>eTA BRANDING => vehicles, tickets, uniforms, livery etc</p> <p>NOT INNOVATIVE PAST</p> <p>7</p>	<p>Inclusive City</p> <p>All strategies agreed with and relevant – focus on:</p> <ul style="list-style-type: none"> - Comprehensive Safety Plan by APRIL 2004 - Land-use integration – reduce sprawl / densification - PT priority, efficient and effective - Special needs - Consultative: eThekweni Transport Forum <p>8</p>	<p>Productive city</p> <p>All strategies agreed with and relevant – focus on:</p> <ul style="list-style-type: none"> - Freight Plan - Optimal traffic ops / management and ITS - Optimal land use structure – LUMS study <p>9</p>
<p>Good governance</p> <p>All strategies agreed with and relevant – focus on:</p> <ul style="list-style-type: none"> - Institutional: eTA – EXCELLENT – increase in resources etc - Pushing for devolution - Metro OLEB <p>10</p>	<p>Sustainable City</p> <p>All strategies agreed with and relevant – focus on:</p> <ul style="list-style-type: none"> - eTA financial models and Cities excellent credit rating - Privatized DT - Pilot concession of rail – motivations and MTRU - Environmental protection - raise own funds <p>11</p>	<p>Key blockages: general</p> <ol style="list-style-type: none"> 1. Funding: humps, operations 2. Human resources: eTA, City Police etc and consultants 3. Fragmentation: Safety, PT ops 4. Other interest groups: minibus taxis, rail 5. Entrenched systems: subsidy, low income housing 6. Existing land-use patterns <p>12</p>

Table 7: City of Cape Town – Mr Dave Eadie

<p>VISION FOR THE CITY</p> <ul style="list-style-type: none"> ➤ A sustainable city – a city that offers a future for our children and their children ➤ A dignified city – a tolerant, non-racist, non-sexist city ➤ An accessible city – a city that extends the benefits of urban society to all and builds the capacity of its people <p>1</p>	<p>VISION FOR THE CITY</p> <ul style="list-style-type: none"> ➤ A credible city – a well governed city trusted by its people ➤ A competent city – a city with skills, capabilities and a competitive edge ➤ A safe and caring city, and <p>2</p>	<p>VISION FOR THE CITY</p> <p>A prosperous city – known for its ability to compete in the world of the 21st century and its commitment to the challenges facing South Africa, the Southern African Development Region and the African continent.</p> <p>3</p>
<p>MISSION</p> <ul style="list-style-type: none"> ➤ Responsible decision-making ➤ Viable, affordable and sustainable city services ➤ Dignity and meaningful engagement with City structures <p>4</p>	<p>MISSION</p> <ul style="list-style-type: none"> ➤ Fair access to the benefits of urban society ➤ Trustworthy, accountable, efficient and transparent city government ➤ The ability to contribute to global, national, provincial and local economic growth and development, and <p>5</p>	<p>MISSION</p> <ul style="list-style-type: none"> ➤ The opportunity to be part of shaping the future of the city ➤ The opportunity to benefit from national and provincial partnerships <p>6</p>
<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <p>7</p>	<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <ul style="list-style-type: none"> ➤ Council pursues the establishment of a Transport Authority in terms of the National Land Transport Transition Act No 22 of 2000. <p>8</p>	<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <p>B. Cille, D. Lindiwe, G. January, A. Hanechona, and M. Fikoesbe are appointed to serve as the governing body of a Transport Authority.</p> <p>9</p>
<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <p>C. the governing body, in conjunction with the Director Transport, Roads and Stormwater (or his nominee) prepare a minimalist draft Founding Agreement (FA) to submit to MEC Transport.</p> <p>10</p>	<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <p>C. together with a request for the City of Cape Town to be appointed a Transport Authority (TA) in terms of National Land Transport Transition Act 22 of 2000.</p> <p>11</p>	<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <p>D. once finalized, the details of a Transport Executive (TE) and Roads Agency (RA) are incorporated in Council's new micro-organisation.</p> <p>12</p>
<p>THE ESTABLISHMENT OF A TRANSPORT AUTHORITY FOR THE CITY OF CAPE TOWN AS CREATED IN THE NATIONAL TRANSPORT TRANSITION ACT NO 22 OF 2000</p> <p>E. Council entrusts this governing body to act as a juristic person separate from the municipality in negotiating the details of a Founding Agreement with the Western Cape Province and the National Department of Transport</p> <p>13</p>	<p>A TRANSPORT AUTHORITY FOR CITY OF CAPE TOWN</p> <ul style="list-style-type: none"> ➤ The National Land Transport Transition Act (NLTTA) provides measures for the restructuring of the Republic's land transport system from a deregulated system to one of regulated competition. <p>14</p>	<p>A TRANSPORT AUTHORITY FOR CITY OF CAPE TOWN</p> <ul style="list-style-type: none"> ➤ TA's may be established if their effect is to improve transport delivery in the local sphere of government by grouping transport functions into a single well-managed and focused institutional structure. <p>15</p>

<p>PRODUCTIVITY CITY</p> <p>Good special events management</p> <ul style="list-style-type: none"> > ARGUS Cycle Tour > Rugby World Cup > Cricket World Cup > Soccer World Cup 	<p>PRODUCTIVITY CITY</p> <p>Knowledge Management</p>	<p>PRODUCTIVITY CITY</p> <p>Corridor Development</p>
<p>31</p>	<p>32</p>	<p>33</p>
<p>PRODUCTIVITY CITY</p> <p>Good Governance</p> <ul style="list-style-type: none"> > Transport Authority > Modalink > Incidence Management > Dealing with Development 	<p>PRODUCTIVITY CITY</p> <p>Sustainability</p> <ul style="list-style-type: none"> > Unbundle Subsidy > Alternative Source 	<p>PRODUCTIVITY CITY</p> <p>CRITICISM OF QUESTIONNAIRE</p> <p>Roads for (private cars) or public transport?</p> <p>PUBLIC TRANSPORT USES ROADS AND SO DOES COMMERCIAL TRAFFIC</p>
<p>34</p>	<p>35</p>	<p>36</p>

Table 8: Nelson Mandela Metropolitan Municipality – Mr Greg Pryce-Lewis

<p>Nelson Mandela Metropolitan Municipality</p> <p>City Development Strategies</p> <p>Role of Transport</p>	<p>The Broader Perspective</p> <p>Integrated Development Plan - Vision 2020:</p> <p>'The Nelson Mandela metropolitan area practises social justice in a culture of public participation guided by an efficient, accountable, non-racial, non-sexist and sustainable municipality that focuses on sustainable environmental, social and economic development, improving quality of life of its communities in a secured, safe and tourist friendly environment'</p>	<p>Integrated Development Plan Transportation Projects</p> <ul style="list-style-type: none"> • Tarring and Maintenance of Gravel Roads • Improved public transport infrastructure • Integrated Transport Plan • Transport corridor planning • Traffic Safety Plan • Master plan for sidewalks and cycle paths • Asset maintenance management system 				
<p>1</p>	<p>2</p>	<p>3</p>				
<p>Interim Integrated Transport Plan Goals and Objectives</p> <table border="1" data-bbox="308 1339 662 1523"> <thead> <tr> <th>Goals</th> <th>Objectives</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Mobility • Convenience • Reasonable Cost • Min. side effects • Nat. Policy </td> <td> <ul style="list-style-type: none"> • Minimise need for travel, improve accessibility, public transport • Frequent stops, modal integration • Minimise travel costs, appropriate modes • Safety, security, energy conservation • Competition, user pays, public transport </td> </tr> </tbody> </table>	Goals	Objectives	<ul style="list-style-type: none"> • Mobility • Convenience • Reasonable Cost • Min. side effects • Nat. Policy 	<ul style="list-style-type: none"> • Minimise need for travel, improve accessibility, public transport • Frequent stops, modal integration • Minimise travel costs, appropriate modes • Safety, security, energy conservation • Competition, user pays, public transport 	<p>City Perspective of Transport</p> <ul style="list-style-type: none"> • A delivery mechanism for housing, tourism and economic infrastructure • Link the hinterland to harbour, airport (national / international) • ITP – a strategic project • Economic role of transport • Close link between transport and land use • Road safety as a vital issue • Public transport infrastructure needed, services taken for granted? 	<p>City Development Strategies -Inclusive City-</p> <ul style="list-style-type: none"> • Priority Policies / Strategies <ul style="list-style-type: none"> – Urban renewal, housing, improved services, road safety / security • Expected impact <ul style="list-style-type: none"> – Improved social conditions • Blockages / constraints <ul style="list-style-type: none"> – Funding limitations, institutional capacity, service backlogs • Action <ul style="list-style-type: none"> – Housing projects
Goals	Objectives					
<ul style="list-style-type: none"> • Mobility • Convenience • Reasonable Cost • Min. side effects • Nat. Policy 	<ul style="list-style-type: none"> • Minimise need for travel, improve accessibility, public transport • Frequent stops, modal integration • Minimise travel costs, appropriate modes • Safety, security, energy conservation • Competition, user pays, public transport 					
<p>4</p>	<p>5</p>	<p>6</p>				

<p style="text-align: center;">City Development Strategies -Productive City-</p> <ul style="list-style-type: none"> • Priority Policies / Strategies <ul style="list-style-type: none"> - Job creation, attract investment, support SMME's • Expected impact <ul style="list-style-type: none"> - Prosperity, improved economy • Blockages / constraints <ul style="list-style-type: none"> - Bureaucratic procedures, institutional capacity • Action <ul style="list-style-type: none"> - Developmental initiatives <p style="text-align: center;">7</p>	<p style="text-align: center;">City Development Strategies -Good Governance-</p> <ul style="list-style-type: none"> • Priority Policies / Strategies <ul style="list-style-type: none"> - Crime prevention, public involvement, strong political leadership • Expected impact <ul style="list-style-type: none"> - well managed, safe city • Blockages / constraints <ul style="list-style-type: none"> - Institutional capacity • Action <ul style="list-style-type: none"> - Establish development agency, Civil Society Forum, Transport Forum <p style="text-align: center;">8</p>	<p style="text-align: center;">City Development Strategies -Sustainable City-</p> <ul style="list-style-type: none"> • Priority Policies / Strategies <ul style="list-style-type: none"> - Development contributions to transport infrastructure, provision and maintenance of roads • Expected impact <ul style="list-style-type: none"> - Improved transport system • Blockages / constraints <ul style="list-style-type: none"> - Service backlogs, lack of funding • Action <ul style="list-style-type: none"> - Phased approach to backlogs <p style="text-align: center;">9</p>
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5.4 Summary Comments by SACN National Programme Co-ordinator

After completion of the presentations, the SACN National Programme Co-ordinator, Mr Sithole mBanga conveyed his impressions and observations as follows:

1. The important question is: "What role does transport fulfil in each of the cities? Does it support, facilitate or drive the City Development Strategies?" It appeared that cities' transport authorities lean more towards support and facilitation, rather than assuming the responsibility of becoming the driving force. There is a need for a change of focus, where transport is acknowledged as a fundamental instrument of positive change in effecting social, economic and cultural transformation programmes in cities.
2. Language and semantics would need to be standardised and simplified. The presentations differed somewhat in interpretation of terms such as themes, thrusts, cornerstones, issues, solutions, policies, strategies, etc. A common set of terms and definitions should be agreed upon and applied within the TWG, with the aim of keeping it as simple as possible.
3. It is clear that implementation of transport strategy will be very difficult without the support of committed political champions able to buy-in to the notion of transport playing a far more prominent role in steering City Development. With one or two notable exceptions, there appeared to be an acute shortage of champions needed to further the transport initiatives at higher political levels.
4. The support of National and Provincial government departments is vital, since the City Development Strategies are key instruments in effecting national development imperatives. As far as Transport is concerned, well co-ordinated efforts in this arena appear to be missing or neglected, to varying degrees, in the cities. These need to be addressed.
5. The devolution of power to the cities as envisaged by the establishment of Transport Authorities appears to lack funding support from higher tiers of government. It is essential that these avenues are explored with great commitment, so that the new Transport Authorities are backed by the necessary resources.

6. From a programme point of view, guidelines for city transport practitioners would require direct intervention in the following areas:
- a. Funding. Without the necessary financial resources, policies and strategies cannot be translated into action.
 - b. Human resources: The acute shortage of skills in the transport sector must be addressed: new leaders must be developed, careers in transport must be marketed, students recruited etc.
 - c. Fragmented decision-making. The legitimacy and credibility of the public sector and its ability to deliver must be enhanced by improved co-ordination between all role players.
 - d. Impact on land use. Transport's role in the Integrated Development Plans (IDP's) must be strengthened and recognised as a point of positive leverage on land use and urban development priorities.
 - e. Dismantling of the current system. Analyse the bad practices related to transport subsidy, location of new housing, etc. with a view to replacing these with best practice approaches.
 - f. The lack of implementation needs to be addressed. There is too much emphasis on planning, at the expense of delivery.

Some further discussion followed from the members, in response to these observations.

6 Strategic Analysis

6.1 Analysis of Responses to Broad Perspective Questions

These results are listed in Table 9.

Table 9: Summarised Responses to the Broad Perspectives Questions

Issue	Yes	No	Other
Long term vision	85%	15%	
Development vision informing transport vision	100%		
Recognition of transport of instrument of change	100%		
Recognition of national/regional context	100%		
Effect on transport strategy	57%	29%	14%
Participation in defining regional role: - National	43%	57%	
- Provincial	43%	57%	
Parastatal participation/liaison	43%	14%	43%
Strategies for funding			100%
Political champion in place	14%	86%	

From the table, it is clear that none of the cities have a problem in identifying with the items listed in the upper half of the table, i.e. those related to vision and recognition. The bottom half of the table indicates that there are problems across the board with regard to:

- Interaction with higher tiers of government and/or parastatals.
- Adequate funding
- Political support

These are issues that need to be assigned high priority within the short- to medium term work programme of the SACN's transport working group.

6.2 Analysis of Response to CDS Issues, Policies and Strategies

These results are depicted graphically, again by way of an overall summary, as shown in Figure 17. Again, the results are measured against the three basic requirements of the Transport Compliant City.

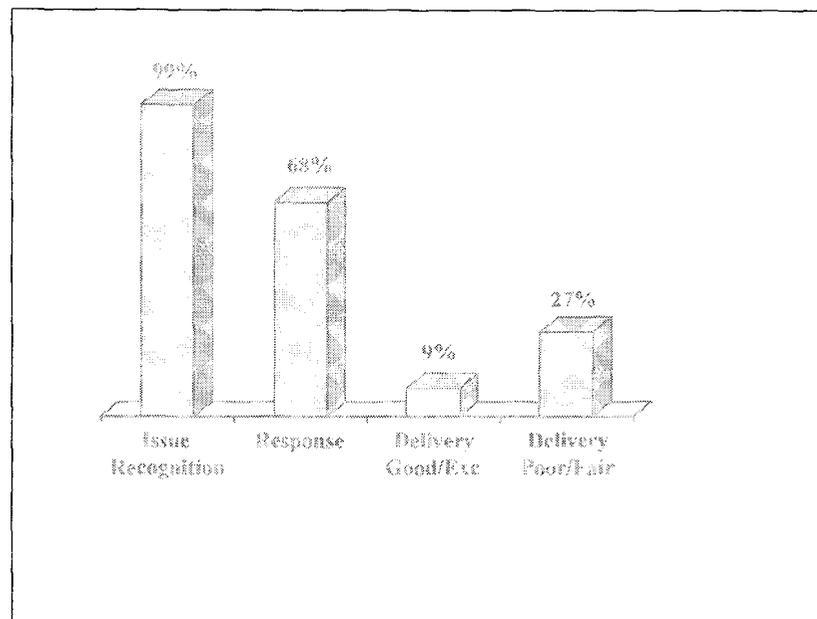


Figure 17: Questionnaire Responses (Issues, Policies and Strategies)

6.2.1 Recognition Compliance

It is clear from the graph that, as far as recognition of the important issues, policies and strategies are concerned, there is almost complete consensus amongst the member cities. There are nevertheless still a number of important considerations that inhibit comprehensive recognition of the importance of the major issues. The following types of problems were listed by members as footnotes in the questionnaire:

- Parochial attitudes (missing the “Bigger Picture”)
- Perceptions of inability & unaffordability
- Destructive competition between cities
- Bureaucratic limitations
- Lack of political support
- Lack of in-house skills and resources

6.2.2 Response Compliance

Here, there is somewhat of a mixed bag in the questionnaire results. A 68% success rate is not totally unacceptable, as it implies that high proportion of the required policies and strategies are already in place, and that these are receiving attention. Again, some of responses indicate additional constraints, listed below:

- Transport policy at local authority level still in its infancy, only starting to evolve
- Institutional fragmentation
- Inadequate engagement with higher levels
- Lack of influence over external departments and para-statals (SANRAL, NDOT, Taxi Recap, NPA, Acsa, Spoornet)
- Lack of integration between sectors (transport, planning, economic development, education)
- Conflicting mandates

6.2.3 Delivery Compliance

This is the area where cities fall short of measuring up to the standards of the Transport Compliant City. There are several valid reasons for this notable lack of delivery, as stated by member cities in the questionnaire footnotes, namely:

- Legislative constraints
- Lack of funding
- Conflicting mandates
- Lack of Integration with other programmes/sectors
- Lack of political champions
- Lack of skills and resources
- Insufficient support from all other stakeholders

More effective delivery is a key concern, and should become one of the priority focus areas within the TWG's short-term programme, to be defined at the Workshop.

6.3 Conclusion

This first cursory stage of the strategic analysis, albeit done in a very summary fashion clearly indicates that cities would need to address the shortcomings related to *response* to the problematic issues and the *effective delivery* of policies and strategies. This will provide a platform for further analysis and discussion during the plenary and break-away sessions of the Transport Workshop. Greater clarity on the way forward will emerge from the conference to lend more substance to this strategic analysis.

7 Information Sharing Conference

7.1 Introduction

The research project culminated in the Transport Workshop and Lessons Sharing Event which was held at Caesars conference centre near the Johannesburg International Airport on 19 and 20 February 2004. This technical note summarises the proceedings of the conference.

[Note: All presentations illustrated in this section have been processed to reduce the size of this document to manageable proportions and to provide continuity for the conference transcripts. Although the general content remains intact, the quality of the graphical resolution may be sub-optimal, particularly where slides contain photographic material and/or sophisticated background bitmaps. The reader is referred to the original PowerPoint presentations that have been preserved in their original form on the final project CD, available from the SACN Secretariat]

7.2 Conference Agenda

The conference agenda, as published and distributed beforehand, is shown below in Figure 8.

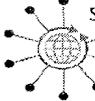
 South African Cities Network TRANSPORT WORKSHOP AND LESSONS SHARING EVENT Daily Program 19-20 February 2004	
DAY ONE Thursday (19/02/04) 09H00-12H30 OFFICIAL OPENING SESSION 09h00-10h00 <ul style="list-style-type: none"> • Arrival and Registration of Delegates • Official Opening 10h00-12h30 <ul style="list-style-type: none"> • The State of South African Cities Challenges Facing SA Cities Mr Manly Narsaa; Chief Executive Officer; S.A. Cities Network • The eThekwinl Transport Authority (ETA): Past Success & Future Challenges. What Lessons Can Cities Learn? Mr Victor Baloyi Chief Executive Officer; eThekwinl Transport Authority 12H30-13H15 LUNCH BREAK 13H15-17H00 PANEL PRESENTATION AND DISCUSSION SESSION <ul style="list-style-type: none"> 13h15-15h00 (Presentations) <ul style="list-style-type: none"> • Public Transport in Developing Countries: Lessons from Brazil Eduarda Vasconcellos; Associate Director Brazilian National Public Transport Association • The Gautrans Initiative and its Impact on the Gauteng region Jack van der Merwe; Chief Executive Officer Public Transport, Roads and Works 15h00-15h30 Refreshments/ Tea / Coffee 15h30-16h30 (Open Discussions and Q&A) <ul style="list-style-type: none"> • Plenary Discussion with Panelists 17h00 Cocktail and Networking Session Hosted by SACN 	DAY TWO Friday (20/02/04) 08H30-10H30 RESEARCH FINDINGS 08h30-10h00 <ul style="list-style-type: none"> • Presentation: Research Study on the Role of Transport in South African City Development Strategies: Strategy Generation and Implementation: <ul style="list-style-type: none"> • International Best Practice Scan • Comparative Analysis of Enabling Policy and Legislative Environment • Review of Current SA City Practice • City Strategy Compliance Checklist • Plenary Discussion (Q&A) 10h00-10h30 <ul style="list-style-type: none"> • Commission Discussion Breakaway & Tea Break 10h30-12h00 <ul style="list-style-type: none"> • Workshop Discussion in Commissions/Groups <ol style="list-style-type: none"> 1. Commission One 2. Commission Two 3. Commission Three • Report to Plenary • SUMMATION AND CLOSURE SESSION 12H00-13H00 Lunch

Figure 18: Published Conference Agenda

7.3 List of Conference Delegates

Delegates who attended any of the conference sessions are listed in Table 10, in the order of the signed attendance register.

Table 10: Conference Delegates

Mike Krynauw	City of Tshwane
Michael Kridiotis	Buffalo City Municipality
Rick Hatfield	Msunduzi Municipality
Sinah Ngobese	Ekurhuleni Metropolitan Municipality
Andrew Aucamp	Ethekwini Metropolitan Municipality
Wilped Machogo	Mangaung Municipality
Willie Loftus	Mangaung Municipality
Logan Moodley	Ethekwini Metropolitan Municipality
Jan Nkohli	Nelson Mandela Metropolitan Municipality
Victor Baloyi	Ethekwini Metropolitan Municipality
Kuben Pillay	National Department of Transport
Jan Lessing	City of Tshwane
Nehboob Babamia	City of Tshwane
Dave Eadie	City of Cape Town
Joe Mojapelo	Ekurhuleni Metropolitan Municipality
Thabiso Matshego	Department of Trade and Industry
Greg Pryce-Lewis	Nelson Mandela Metropolitan Municipality
Hannes van der Merwe	City of Johannesburg
Franz von Moltke	City of Johannesburg
S Sindane	City of Johannesburg
Zwelakhe Mayaba	City of Johannesburg
Senzeni Maphelolo	SA Cities Network
Mathabatha Mokonyama	National Department of Transport
Sithole Mbanga	SA Cities Network
S Gotz	SA Cities Network
John Simmons	De Leuw Cather Emtateni
Dev Oberholzer	Stewart Scott
Klaas van Zyl	Stewart Scott
Theresa Cronje	Stewart Scott

7.4 Official Opening

The conference started on time at 10:00. Mr Sithole Mbanga, the National Programme Coordinator of the South African Cities Network (SACN) and conference chairperson introduced himself, welcomed all and made apologies on behalf of Mr Monty Narsoo, the Chief Executive Officer of the SACN. Mr Graham Gotz would be doing the first presentation in place of Mr Narsoo. Thereafter all delegates introduced themselves in turn.

7.5 Setting the Scene

Mr Mbanga of SACN explained the role of the SACN and set the scene for the research project, with the aid of the PowerPoint presentation slides shown in Table 11. Questions arising from the presentation and the responses thereto are shown in Table 12.

Table 11: Setting the Scene: Presentation Slides:

<p>SACN Transport Conference</p> <p>The Role of Transport in South African Cities Development Strategies</p> <p>19-20 February 2004</p> <p>Setting the Scene</p> <p>1</p>	<p>South African Cities Network</p> <p>SACN Section 21 Co-ops December 2002</p> <ul style="list-style-type: none"> • Alliance of South African Cities and Partners • Identify/Analyse Strategic Challenges • Promote Good City Management • Share Information • Encourage Application of Best Practices <p>Within framework of</p> <p>Hollistric City Development Strategies</p> <p>2</p>	<p>SACN Membership</p> <ul style="list-style-type: none"> • Cities <ul style="list-style-type: none"> • Buffalo City • Cape Town • Durban • Johannesburg • Kimberley • Port Elizabeth • Tlokweng • Tlokweng • Tlokweng • Partners <ul style="list-style-type: none"> • Department of Transport • Department of Public Works and Infrastructure • Department of Transport <p>3</p>
<p>Productive</p> <p>Inclusive</p> <p>Well-governed</p> <p>Sustainable</p> <p>City Development Strategies (CDS)</p> <p>4</p>	<p>Framework for Analysis of City Performance</p> <p>5</p>	<p>Transport Working Group</p> <ul style="list-style-type: none"> • Align City Transport strategies with SA national development imperatives • Align City Development Strategies • Assist individual member sites in developing transport strategies • Engage with national and provincial bodies from a unified perspective with regard to transport issues <p>6</p>
<p>Scope of the Research Project</p> <ul style="list-style-type: none"> • Determine transport's role within SACN's City Development Strategy i.e. the four cornerstones (Productive, Inclusive, Well-governed, Sustainable cities) • Recommend a short-term action programme for Transport Working Group • Highlight impact and influence of CDS on Integrated Transport Plans (ITPs) <p>7</p>	<p>Further Research in 2004</p> <p>Urban Transport strategy Case studies, papers and research assignments in support of the following:</p> <ul style="list-style-type: none"> ■ City Development Strategies ? ■ Economic Growth ? ■ Poverty Reduction ? <p>8</p>	<p>Study Approach</p> <ul style="list-style-type: none"> • Report on International Best Practices • Current SA Policy Framework • Definition of 'Transport Compliant' City Criteria for evaluating a Transport Compliant City Based on International Best Practice • Situational analysis • Information sharing conferences • Final Report and presentation <p>9</p>

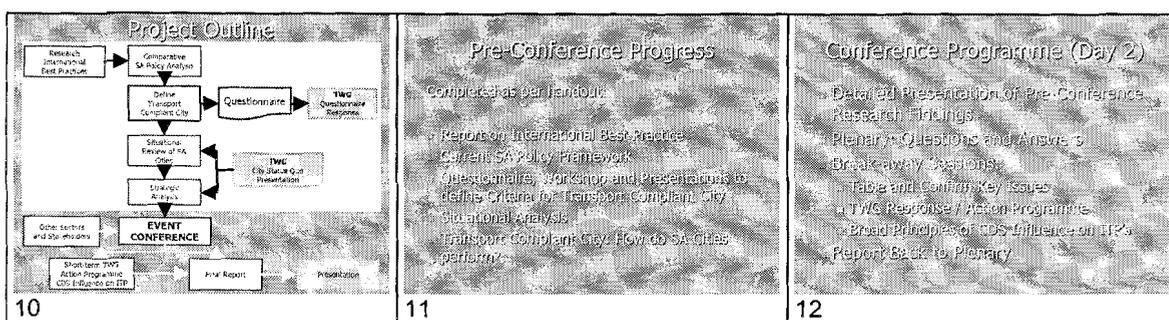


Table 12: Setting the Scene: Questions and Responses

Delegate	Question / Issue	Response
Mr Jan Lessing (Tshwane)	How does the project relate to performance management systems and how would this integrate with the seven key performance indicators?	Mr Mbanga: Although not specifically dealt with in this research project, performance management systems are implied in the SACN CDS quadrants of <i>productive, well-governed and sustainable</i> cities. It would be up to individual cities to monitor the key performance indicators in transport, as instruments in achieving the goals of the CDS.
Mr Lessing	Did the project investigate job creation and employment equity?	Mr Mbanga: Again, all such issues were covered within the CDS quadrants, albeit described with a different terminology.

7.6 Presentations by Invited Speakers

7.6.1 Ten Year Review of Cities

Mr Mbanga introduced Mr Graham Gotz who would do the presentation on the Ten Year Review of Cities, in place of Mr Naisoo, CEO of the SACN. The presentation slides are shown in Table 13, with comments, questions and responses shown in Table 14. Due to time constraints, the presentation was curtailed by the chairperson before completion, at slide 42.

Table 6: Ten Year Review of Cities: Presentation Slides

<p>The South African Cities Network: 10 Year Review of Cities</p> <p>1</p>	<p>10 Year Review of Cities</p> <ol style="list-style-type: none"> Collective contribution & collective challenges of SA cities City population trends Economic trends and the productive city Social trends and the inclusive city Urban environment trends and the sustainable city Governance trends and the well governed city The challenges for the next ten years? <p>2</p>	<p>1. Contribution & challenges of SA cities</p> <p>The nine SACN cities make a huge contribution to social and economic life of SA</p> <ul style="list-style-type: none"> Home to 16.6 million people, 37% of the country's total population on less than 2% of its land area Country approved R25.8 billion in new building plans in 2002. The nine cities contributed R17.7 billion of this new investment – 68.6% Constitute large proportion of SA's built environment. In 2001 they had 4.6 million formal and informal dwellings – 41% of South Africa's total 11.2 million dwellings <p>3</p>
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1. Contribution & challenges of SA cities

But they have been left huge challenges by apartheid

- Apartheid left SA with distortions in where people lived, and an artificially under-sized cities, deflected demand for access to urban lives, and highly mobile and unstable 'floating populations'
- An artificially small urban middle class and so weak domestic demand, as well as under-invested human productive capacity
- Large numbers of people marginalised into under-serviced ghettos on the edge of cities, where materially and psychologically excluded from benefits of urban life
- Floody designed & dysfunctional urban systems (to keep people far from each other, to impede movement, to keep some people's service costs low, etc) having a high impact on natural resources
- A weak polity (eg poor relations between government and citizens, divided communities etc) and weak institutions of government

1. Contribution & challenges of SA cities

And so, they also represent some of the greatest concentrations of poverty in the country

- 25.7% of households in the 9 cities, (1.7 million households) continued to live in informal dwellings in 2001. This was 33.8% of all informal dwellings in the country
- In 2001 some 1 020 783 households (22.0% of total) still had inadequate access to toilet facilities
- Of 7.8 million people of working age in the cities, 38.3% unemployed. In 2001 the cities contained 44.7% of SA's total unemployed population



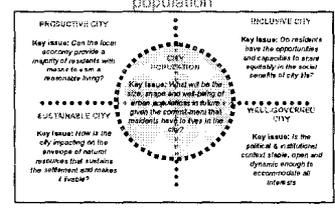
1. Contribution & challenges of SA cities

Their development performance has been mixed

- On some indicators (annual % change) the 9 cities performed better than the rest of the country between 95-01
- On others, rapid population growth & household growth meant the challenge grew faster in the 9 cities than in the rest of the country outside the 9



2. Analytical Framework: City population



2. City population trends

Between 1996-2001 SA's pop grew 10.44% (or 2.01% / yr)
Between 1996-2001 9 cities grew 14.82% (or 2.80% / yr)
But this picture of 'faster big city growth' must be nuanced

- SA cities growth slower than national pop growth over 55 years
- Slower than in the 60s...
- And slower than in the 1991-96 period

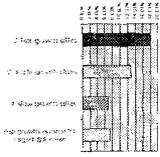
Year	SA POP	9 CITIES	SA POP	9 CITIES
1946 pop	2 354 710	7 348 703	4 474 939	
2001 pop	16 561 772	44 819 778	78 248 056	
1996-2001	23.2%	3.1%	3.4%	
1946-1960	3.62%	2.62%	6.83%	
1960-1970	3.37%	3.14%	3.06%	
1970-1980	2.71%	1.93%	0.77%	
1980-1991	2.17%	1.96%	1.85%	
1991-2001	2.85%	2.91%	1.55%	

2. City population trends

Not all the 9 cities are growing at the same pace
Three broad groups ...

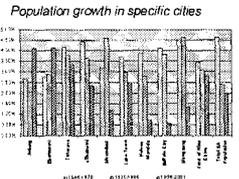
- Fast growth cities growing at bwn 3.4% - 4.1% per annum
- Stable growth cities growing at bwn 2.3% - 2.4% per annum
- Slow growth cities growing at bwn 0.6% - 1.3% per annum

This means 4 SACN cities grow at a rate slower than population growth outside 21 largest cities in SA - 1.4% per annum



2. City population trends

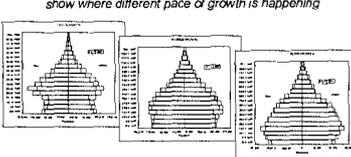
Population growth in specific cities



City	Rate
Ekurhuleni	4.15%
Joburg	4.10%
Tlokweng	3.37%
City of Cape Town	2.67%
City of Durban	2.16%
Midrand	1.82%
West Rand	1.58%
Midlands-Northern	0.75%
Midlands-Southern	0.73%
SACN cities	2.80%

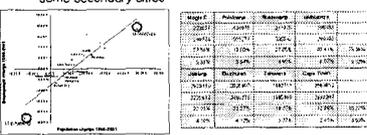
2. City population trends

Different population curves for the three groups of cities show where different pace of growth is happening



2. City population trends

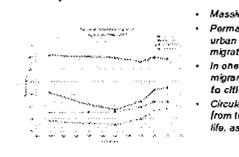
But fast growth SACN cities are not growing nearly as fast as some hyper-growth secondary cities
And slow growth cities are not seeing depopulation as in some secondary cities



2. City population trends

Migration accounts for key dynamics in city growth
Large proportion of SA population 'on the move'. But dynamics are not easy to read

- Massive rural to rural migration
- Permanent out-migration to urban areas balanced by in-migration in many rural areas
- In one key study, 15% of migrants to small towns, only 6% to cities, the rest to rural
- Circular migration, and returns from temporary migration later in life, as strong as ever



2. City population trends

We cannot yet know the long term impact of major demographic events

- Decline of fertility in urban areas
- Very unstable population, especially 'return' migration to small towns and rural areas and greater city to city migration
- Household splitting
- Greater number of asylum seekers and economic migrants
- The impact of HIV/AIDS

ASSA 2006	2006	2007	2008	2009	2010	2011	2012
Population	47,885,564	47,079,719	47,061,264	47,306,268	47,591,119	47,486,642	47,304,719
SA2006	6,994,837	6,824,132	6,852,727	6,326,107	6,030,322	5,746,036	5,456,206
SA2006	583,427	628,215	619,879	706,795	712,255	700,560	672,654

2. City population trends

But in the intersection of these forces three likely scenarios

- Continued very fast growth of a core of cities, hand in hand with very slow growth in others as people abandon these centres - Gauteng polycentric urban region equivalent in size to some of world's largest 'megacities'
- All cities drop back to a stable growth path. Some slightly faster or slower
- All cities dragged back to a weak growth path under impact of under-urbanisation and HIV/AIDS, with depopulation in some



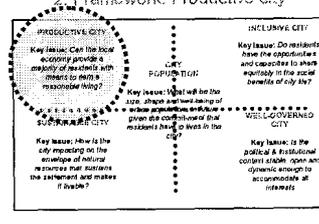
2. City population trends

Conclusions: likely risks ...

- For fast growth cities
 - Disproportionate pressure on infrastructure and services
- For slow growth cities (path may not come out of stable zone)
 - Lack of investment in the city materially and psychologically
 - Leakage of funds to rural areas = less urban capital formation
 - Less social capital and less aggregation of knowledge-effects
 - More secondary, more population, rather than sustained path

Greater number of 18-19 yr old learners migrating to school in cities
Continuously parting greater numbers of international migrants, making our cities into busy conurbation hubs

2. Framework: Productive city

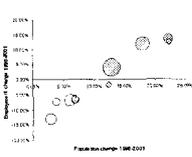


3. Economic trends & the productive city

Population growth and economic growth are closely linked

Key issues:

- Employment and incomes: can SA cities provide residents with opportunities to use their productive capacity, and be properly remunerated for this?
- Impact of long term economic changes, and city growth strategies, on ability to secure residents ongoing commitment to the city?



<p>3. Economic trends & the productive city</p> <p>Census data says SA as a whole created a net 469 927 new jobs in 96-01. More than half of these – 247 672 – were formed in the nine SACN cities. But ...</p> <ul style="list-style-type: none"> Unemployed also grow 1 117 475. LFS says expanded unemployment 35,72% <p>19</p>	<p>3. Economic trends & the productive city</p> <p>The strength of the local economies of the nine SACN cities needs to be seen in a long term perspective of economic restructuring</p> <ul style="list-style-type: none"> Long term decline in manufacturing employment, especially in key centres Long term growth in employment in the finance / business sector <p>20</p>	<p>3. Economic trends & the productive city</p> <p>However some surprising recent turnarounds</p> <ul style="list-style-type: none"> Cities with a long term fall in manufacturing employment saw growth in this sector in 1996-2001 Reserve bank data suggests employment growth in finance sector no longer as healthy <p>21</p>																																						
<p>3. Economic trends & the productive city</p> <p>Jobs growth/decline in occupations follows trends in key sectors</p> <ul style="list-style-type: none"> But a surprising fall in the employ of professionals <p>22</p>	<p>3. Economic trends & the productive city</p> <p>Incomes earned from employment still reflect the very serious racial imbalances of apartheid</p> <ul style="list-style-type: none"> Larger numbers of black income earners earning near the lower income brackets Total earning power clearly skewed towards white earners <p>23</p>	<p>3. Economic trends & the productive city</p> <p>In some cities unemployment is so high, and average monthly income so low, relative to other parts of country, that it does not make economic sense to remain there</p> <table border="1"> <thead> <tr> <th></th> <th>AVERAGE MONTHLY INCOME PER EMPLOYED PERSON (JULY 2001)</th> <th>DIFFERENCE WITH 1996 EACH CITY & NATIONAL AVE. 2001</th> </tr> </thead> <tbody> <tr> <td>Fall</td> <td>R 9480,81</td> <td>R 2423,07</td> </tr> <tr> <td>Stable</td> <td>R 8228,88</td> <td>R 164,13</td> </tr> <tr> <td>Slow</td> <td>R 9594,04</td> <td>R 368,70</td> </tr> <tr> <td>Total</td> <td>R 9297,22</td> <td>R 1234,67</td> </tr> </tbody> </table> <p>24</p>		AVERAGE MONTHLY INCOME PER EMPLOYED PERSON (JULY 2001)	DIFFERENCE WITH 1996 EACH CITY & NATIONAL AVE. 2001	Fall	R 9480,81	R 2423,07	Stable	R 8228,88	R 164,13	Slow	R 9594,04	R 368,70	Total	R 9297,22	R 1234,67																							
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<p>3. Economic trends & the productive city</p> <p>Economic strategies to address weakness</p> <ul style="list-style-type: none"> The key reasons for economic weakness are insufficient demand and inadequate use of productive capacity Some cities have seen global demand as the answer to weakness. Have set out to promote exports, by addressing constraints on productive capacity that feeds this (micro-economic competitiveness) Good in that traditional LED not only focus. But the global economy may not provide stable and sustainable demand <table border="1"> <thead> <tr> <th rowspan="2">TOTAL MANUFACTURING FACTUR</th> <th rowspan="2">Total Output</th> <th rowspan="2">Total under-utilisation</th> <th colspan="5">Reasons for under-utilisation</th> <th rowspan="2">Other</th> </tr> <tr> <th>Shortage of raw materials</th> <th>Shortage of skilled labour</th> <th>Shortage of capital</th> <th>Shortage of power</th> <th>Shortage of transport</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>78,7</td> <td>20,3</td> <td>1,7</td> <td>0,3</td> <td>0,8</td> <td>15,6</td> <td>2,7</td> </tr> <tr> <td>2002</td> <td>50,7</td> <td>19,3</td> <td>2,2</td> <td>0,6</td> <td>0,1</td> <td>14,2</td> <td>2,2</td> </tr> <tr> <td>2002 May</td> <td>78,8</td> <td>21,2</td> <td>2,5</td> <td>1,0</td> <td>0,2</td> <td>14,0</td> <td>2,8</td> </tr> </tbody> </table> <p>25</p>	TOTAL MANUFACTURING FACTUR	Total Output	Total under-utilisation	Reasons for under-utilisation					Other	Shortage of raw materials	Shortage of skilled labour	Shortage of capital	Shortage of power	Shortage of transport	2001	78,7	20,3	1,7	0,3	0,8	15,6	2,7	2002	50,7	19,3	2,2	0,6	0,1	14,2	2,2	2002 May	78,8	21,2	2,5	1,0	0,2	14,0	2,8	<p>3. Economic trends & the productive city</p> <p>Conclusions: Significant achievement</p> <ul style="list-style-type: none"> Increase in employment in most cities Growth in tertiary industries reflect growing maturity of SA economy Recent positive turnaround in some key sectors that have been providers of employment in the past <p>... but also challenges</p> <ul style="list-style-type: none"> Unemployment very high and increasing faster than outside cities Income from employment still heavily skewed along racial lines Some cities have such high unemployment, and such low average income, that it may be makes more sense for residents to leave Many cities see future economic growth from global demand, but the global economy is extremely fragile <p>26</p>	<p>2. Framework: Inclusive city</p> <p>27</p>
TOTAL MANUFACTURING FACTUR				Total Output	Total under-utilisation	Reasons for under-utilisation					Other																													
	Shortage of raw materials	Shortage of skilled labour	Shortage of capital			Shortage of power	Shortage of transport																																	
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2002	50,7	19,3	2,2	0,6	0,1	14,2	2,2																																	
2002 May	78,8	21,2	2,5	1,0	0,2	14,0	2,8																																	
<p>4. Social trends and the inclusive city</p> <p>City population growth and social development are also closely linked. The NSDP shows that when unemployment is as serious everywhere, migration becomes more sensitive to non-economic factors</p> <p>Economic development and social development are also linked. It is not a waste of valuable resources to focus on the social, when it helps build the middle class consumer and entrepreneur of tomorrow</p> <p>Key Issues:</p> <ul style="list-style-type: none"> Infrastructure development Distribution of wealth and opportunity Human development Spatial disadvantage Security against risk Quality of life <p>28</p>	<p>4. Social trends and the inclusive city</p> <p>City municipalities have made good progress in infrastructure development. Across 9 cities, numbers of people served have increased dramatically in 96-01</p> <p>However population trends mean some proportions served remain same or have declined – backlogs persist</p> <p>29</p>	<p>4. Social trends and the inclusive city</p> <p>There are obviously differences between municipalities and differences within service levels</p> <ul style="list-style-type: none"> Although the number of households with water on site (ie in yard or in dwelling) increased between 96-01, this was mostly made up of new yard connections The number of households with water in-dwelling decreased by 421 965 Fairly due to movement of 478 922 households out of backyard accommodation in 1996-2001 <p>30</p>																																						
<p>4. Social trends and the inclusive city</p> <p>Average household income in cities grew from R48 291 to R71 835 per annum 1996-2001. But ...</p> <ul style="list-style-type: none"> 179,6% increase in households reporting no income Declines in percentage of households at middle income levels Increase in dependency ratio from 3.13 to 3.41 (in some cities > 5) <p>31</p>	<p>4. Social trends and the inclusive city</p> <p>Spatial exclusion is worsening as people without employment and opportunities are pushed to edges of cities</p> <p>32</p>	<p>4. Social trends and the inclusive city</p> <p>Key indicators of levels of human development</p> <ul style="list-style-type: none"> Approx 55 infant deaths per 1000 live births in a number of cities Most cities have HIV prevalence rates of between 29% and 32%, rising to 36% in one city TB incidence rates range from 251/100 000 population to 1470/100 000 population in one city Life expectancy estimates range from 54yrs to as low as 43yrs In 1996 8,85% of residents over 20 yrs had no schooling. In 2001 this had dropped to 8,01% In 2001, a further 18,03% had no secondary school education <p>33</p>																																						

<p>4. Social trends and the inclusive city</p> <p>Most residents in the cities do not have any formal security against risk</p> <ul style="list-style-type: none"> 67.75% are not covered for any risk Only 26.05% are members of medical aid Also, 42.13% have no access to banking facilities of any kind Only 5.45% have a home loan 	<p>4. Social trends and the inclusive city</p> <p>Quality of life is a subjective measure of sense of well-being in the city. It refers to a number of things, not just whether residents have access to services.</p> <ul style="list-style-type: none"> Sense of personal dignity regarding access to socio-economic rights Sensing from threat to the livelihood strategy <p>Convenience, relative to costs, of being in the city. And perceived value for money of where living</p> <ul style="list-style-type: none"> Sense of belonging in the city & connectedness to neighbourhood Voice & degree of influence over social processes that impact on life General satisfaction with standard of living, and capacity to voluntarily opt-in to a better standard <p>Cities measure QoL differently but all see white residents reporting much higher satisfaction with QoL (84% in one city) than black residents (26%)</p>	<p>4. Social trends and the inclusive city</p> <p>Conclusions: Significant achievements</p> <ul style="list-style-type: none"> Huge increases in the number of residents being served with key infrastructure and services meeting their basic needs Some progress on key human development indicators <p>but also challenges</p> <ul style="list-style-type: none"> Some deterioration of service levels even while general access is improving Perpetuation of very serious racial and spatial divides in wealth distribution, security against risk, proximity to urban opportunities, and perceived quality of life (the apartheid city remains) Municipalities focused on infrastructure development as primary social development intervention. Are other strategies possible 																												
<p>2. Framework: Inclusive city</p> <p>PRODUCTIVE CITY: Key issue: Can the local economy provide a majority of residents with means to earn a reasonable living?</p> <p>SUSTAINABLE CITY: Key issue: How is the city impacting on the envelope of natural resources that sustains the settlement and makes it liveable?</p> <p>INCLUSIVE CITY: Key issue: Do residents have the opportunities and capacities to share equitably in the social benefits of city life?</p> <p>POPULATION: Key issue: What will be the city's shape and well-being of given the spatial choices that residents have to live in the city?</p> <p>ENVIRONMENT: Key issue: Is the pattern of land use and consumption of resources open and dynamic enough to accommodate all citizens?</p>	<p>5. Urban environment trends and the sustainable city</p> <p>Population changes, economic growth and social development all shape the built environment of the city. In turn, size and shape of cities affects social development, economic prospects and population stability, because built environments impact on the envelope of natural resources that makes cities liveable</p> <p>Key issues:</p> <ul style="list-style-type: none"> Cities may become so large, dense, polluted and spatially dysfunctional that they become unsustainable (diseconomies of scale begin to exceed benefits of agglomeration in cities) Inefficiencies of apartheid spatial planning Air and water quality, waste management, and long term land and water availability Environmental health and safety Urban mobility 	<p>5. Urban environment trends and the sustainable city</p> <p>Urban apartheid design resulted in many built environment inefficiencies</p> <p>This means that the apartheid city had a high impact on the envelope of natural resources</p> <ul style="list-style-type: none"> On assumption of small populations, many SA cities under-designed - slums are the inevitable result Designed to marginalise, so large numbers pushed for out into dormitory townships, and designed to impede movement as measure of political control - high transport costs Axias deliberately underserviced 																												
<p>5. Urban environment trends and the sustainable city</p> <p>Post-apartheid developments have often exacerbated the apartheid city form</p> <ul style="list-style-type: none"> Now housing developments on the edges of cities because of subsidy structure and developer preferences Densification especially movement out of backyards. In 2001 there were still 544 667 backyard huts in 9 cities Office decentralisation, in part to escape perceived crime and grime from inner cities being occupied by new migrants and those moving out of backyards 	<p>5. Urban environment trends and the sustainable city</p> <p>Consequently, cities have a high and growing impact on natural resource envelope</p> <p>Valuable agricultural land and water sources being strained by the spreading out of cities</p> <ul style="list-style-type: none"> NSDP notes that at least four SACN will face major water deficits in the next 20 years Part of the problem is utilisation of transportation subsidies. If properly reallocated R2 billion annually could be made available for better located land making for more compact cities 	<p>5. Urban environment trends and the sustainable city</p> <p>Some major challenges in adequately treating all wastewater and managing domestic and business waste</p> <ul style="list-style-type: none"> In one city, illegal dumping per annum reaches 285 139 tons almost three quarters of residential waste of 393 226 tons 22% of households in the nine cities had inadequate sanitation (VIP or less) 																												
<p>5. Urban environment trends and the sustainable city</p> <p>Air pollution, and the health affects thereof, are growing</p> <ul style="list-style-type: none"> On average only 15% of the areas of the SACN are monitored for air pollution Measured tonnage of CO₂ and other gas emissions range from 1 061 085 tons in one Gauteng city to 1 360 341 in another One city reported that DEAT guidelines for air-quality were exceeded 45 days during the year (an air-pollution event) 	<p>5. Urban environment trends and the sustainable city</p> <p>Increasing population densities and greater traffic volumes on sometimes poorly maintained roads means time costs of moving around cities are increasing</p> <p>Exacerbated by poor availability and use of public transport</p> <table border="1"> <thead> <tr> <th></th> <th>CITY 1</th> <th>CITY 2</th> <th>CITY 3</th> </tr> </thead> <tbody> <tr> <td>Average number of home to work trips per day</td> <td>2 000 000</td> <td>800 000</td> <td>600 000</td> </tr> <tr> <td>Percentage of commuters using public transport</td> <td>46%</td> <td>45%</td> <td>47%</td> </tr> <tr> <td>Percentage of commuters using private transport</td> <td>46%</td> <td>48%</td> <td>50%</td> </tr> <tr> <td>Percentage using both or other</td> <td>—</td> <td>7%</td> <td>13%</td> </tr> <tr> <td>Average travel time (one way) in minutes: Public</td> <td>42 min</td> <td>—</td> <td>67 min</td> </tr> <tr> <td>Average travel time (one way) in minutes: Private</td> <td>19 min</td> <td>15 min</td> <td>29 min</td> </tr> </tbody> </table>		CITY 1	CITY 2	CITY 3	Average number of home to work trips per day	2 000 000	800 000	600 000	Percentage of commuters using public transport	46%	45%	47%	Percentage of commuters using private transport	46%	48%	50%	Percentage using both or other	—	7%	13%	Average travel time (one way) in minutes: Public	42 min	—	67 min	Average travel time (one way) in minutes: Private	19 min	15 min	29 min	<p>5. Urban environment trends and the sustainable city</p> <p>Conclusions: Significant achievements</p> <ul style="list-style-type: none"> There has been progress in reconnecting spatially divided SA cities in more rational ways Some in-filling, allowing for more compact cities A growing awareness of the importance of urban environments <p>but also challenges</p> <ul style="list-style-type: none"> In many cases and in many ways the dysfunctional apartheid city form is being reinforced and exacerbated Cities' long term ecological footprint (especially on viable agricultural land and scarce water resources) is a growing concern Some cities becoming increasingly unsustainable in terms of ability to move around easily in them. Long term urban environmental strategies not yet in place
	CITY 1	CITY 2	CITY 3																											
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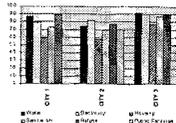
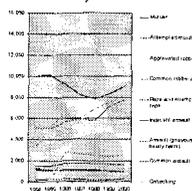
<p>6 Governance trends and the well governed city</p> <p>However ...</p> <p>Signs of weak politics remain</p> <ul style="list-style-type: none"> Although general levels of satisfaction with municipality levels are quite high, they remain static in relation to key urban goods and services and are declining in African residential areas Although participation in some key municipal processes, also signs of disengagement  <p>49</p>	<p>6. Governance trends and the well governed city</p> <ul style="list-style-type: none"> Social crime, and other symptoms of weak states such as levels of community conflict and street level politics, remain high Across a sample of six cities incidences of public violence increased from 185 in 1995 to 291 per annum in 2000  <p>50</p>	<p>6. Governance trends and the well governed city</p> <p>Financial and administrative systems are not always strong</p> <p>Weak fiscal and financial capacity in many cities suggests that future crises are not impossible</p> <ul style="list-style-type: none"> Various medium to long term threats to fiscal stability (increases in bulk-cuts, salary parity pressures, REDs and RSC levies) Ongoing problems with non-payment as poverty and non-compliance mount Over the long term tariffs fail to keep pace with inflation (margin squeeze leads to need for sudden politically bruising fee hikes) <table border="1" data-bbox="1101 392 1452 459"> <thead> <tr> <th></th> <th>1998/9</th> <th>1999/0</th> <th>2000/1</th> <th>2001/2</th> <th>2002/3</th> <th>2003/4</th> </tr> </thead> <tbody> <tr> <td>CPIK %</td> <td>6.9</td> <td>7.8</td> <td>6.6</td> <td>9.5</td> <td>11.5</td> <td>8</td> </tr> <tr> <td>Tariffs %</td> <td>8.1</td> <td>9</td> <td>6.4</td> <td>8.3</td> <td>7.4</td> <td>12.5</td> </tr> <tr> <td>Margin squeeze %</td> <td>1.2</td> <td>1.2</td> <td>-0.2</td> <td>1.1</td> <td>1.1</td> <td>4.5</td> </tr> <tr> <td>diff</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>51</p>		1998/9	1999/0	2000/1	2001/2	2002/3	2003/4	CPIK %	6.9	7.8	6.6	9.5	11.5	8	Tariffs %	8.1	9	6.4	8.3	7.4	12.5	Margin squeeze %	1.2	1.2	-0.2	1.1	1.1	4.5	diff						
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<p>6 Governance trends and the well governed city</p> <p>Levels of administrative efficiency could still be improved</p> <ul style="list-style-type: none"> Cities show very different levels of unit cost efficiency against key benchmark indicators Many cities find allocative efficiency hard to achieve due to the difficulty in shifting operating budgets. The spending patterns of many municipalities still follow well established patterns (by geographical area and function) set years ago <table border="1" data-bbox="327 694 654 772"> <thead> <tr> <th></th> <th>CITY 1</th> <th>CITY 2</th> <th>CITY 3</th> </tr> </thead> <tbody> <tr> <td>Total number of applications in 2002/3</td> <td>12 001</td> <td>19 265</td> <td>13 026</td> </tr> <tr> <td>Average processing time (in days) for minor building works</td> <td>5</td> <td>4</td> <td>5</td> </tr> <tr> <td>Average processing time (in days) for drawings</td> <td>19</td> <td>20</td> <td>16</td> </tr> <tr> <td>Average processing time (in days) for industrial/retail</td> <td>29</td> <td>35</td> <td>36</td> </tr> </tbody> </table> <p>52</p>		CITY 1	CITY 2	CITY 3	Total number of applications in 2002/3	12 001	19 265	13 026	Average processing time (in days) for minor building works	5	4	5	Average processing time (in days) for drawings	19	20	16	Average processing time (in days) for industrial/retail	29	35	36	<p>6. Governance trends and the well governed city</p> <p>The ability of municipalities to lead other city actors and stakeholders is often weak</p> <ul style="list-style-type: none"> Poor intergovernmental relations Poor corporatist relations with business Relations with communities limited to consultation and participation in municipal structures: not real community-partnerships for development action  <p>53</p>	<p>6. Governance trends and the well governed city</p> <p>Conclusions: Significant achievements</p> <ul style="list-style-type: none"> Enormous accomplishment in transforming a fragmented and inefficient municipal system Highly unstable local politics of the late 1980s and early 1990s have been secured <p>... but also challenges</p> <ul style="list-style-type: none"> Politics remain weak with evidence of disengagement, social tension, community conflict, and street-level political formations Municipalities, despite transformation achievements, could be more stable, efficient and decisive to inspire the confidence of residents The ability to drive multi-stakeholder development strategies remains limited <p>54</p>															
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<p>7. The challenges for the next ten years?</p> <ul style="list-style-type: none"> The urban problem left over by apartheid is still with us, but it has complex new dynamics. Need to understand these better The need for long term development strategies that address life-cycle changes in cities The need to enable multi-stakeholder governance arrangements, that cut through the problems of co-operative government, business-government antipathy and community disengagement, to address pressing urban development concerns <p>55</p>																																					

Table 14: Ten Year Review of Cities: Questions, Comments and Responses

Delegate	Comment or question	Response
Mr Lessing	Cities have the responsibility of providing basic services to the population. Households per km have an impact on transport, as it determines the length of road per sq km that the local authority has to provide.	
Mr Mike Krynauw (Tshwane)	Enquired about the implication of new settlements on the outskirts of cities.	Mr Gotz: Large numbers of poorer people migrate to cities and inhabit either inner-city slums or urban outskirts: this makes transport provision difficult.
Mr Frans von Moltke	Commented on long-term expansion of cities, agricultural land is available and not a major concern, hence the provision of low-cost housing on outskirts.	

<p>Critical success factors</p> <p>High quality, regular, convenient services</p> <p>Reliable and timely services</p> <p>Good value for money</p> <p>Good transport links and services</p>	<p>Overview of presentation</p> <p>Theresa C. 22nd</p> <p>The key decision to be a TA</p> <p>Critical success factors</p> <p>eTA functions</p> <p>The eTA and beyond</p>	<p>eTA Structure</p>
<p>Organogram</p>	<p>Overview of presentation</p> <p>Theresa C. 22nd</p> <p>The key decision to be a TA</p> <p>Critical success factors</p> <p>eTA functions</p> <p>The eTA and beyond</p>	<p>Functions</p> <p>Mandate</p> <ul style="list-style-type: none"> Develop and deliver services Develop and maintain services Financial planning and control Human resources management Customer services and public consultation Organise tendering and award tenders for services Procure and manage infrastructure
<p>Functions cont.</p> <p>Other functions (optional)</p> <ul style="list-style-type: none"> Develop and maintain infrastructure Develop and maintain services Financial planning and control Human resources management Customer services and public consultation Organise tendering and award tenders for services Procure and manage infrastructure 	<p>eThekwini TA functions</p> <p>Mandate</p> <ul style="list-style-type: none"> Develop and deliver services Develop and maintain services Financial planning and control Human resources management Customer services and public consultation Organise tendering, evaluate and award tenders for services (Share's function) 	<p>eThekwini TA functions cont.</p> <ul style="list-style-type: none"> Develop and maintain infrastructure Develop and maintain services Financial planning and control Human resources management Customer services and public consultation Organise tendering and award tenders for services Procure and manage infrastructure
<p>Overview of presentation</p> <p>The key decision to be a TA</p> <p>Critical success factors</p> <p>eTA functions</p> <p>The eTA and beyond</p>	<p>Key Issue</p>	<p>Danger</p> <p>Created another institutional structure with no real resources and mechanisms to IMPLEMENT</p> <p>Why do we say that?</p>
<p>However...</p>	<p>1. The issue of devolution</p>	<p>1. The issue of devolution</p>

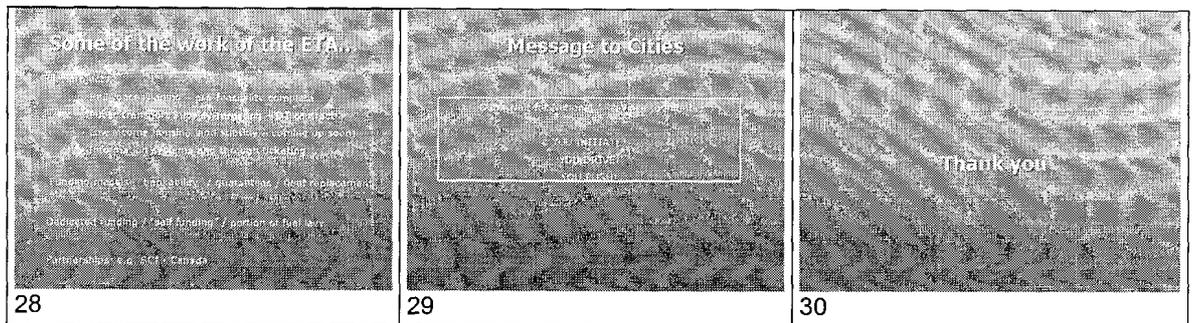


Table 16: eThekweni Transport Authority: Questions, Comments and Responses

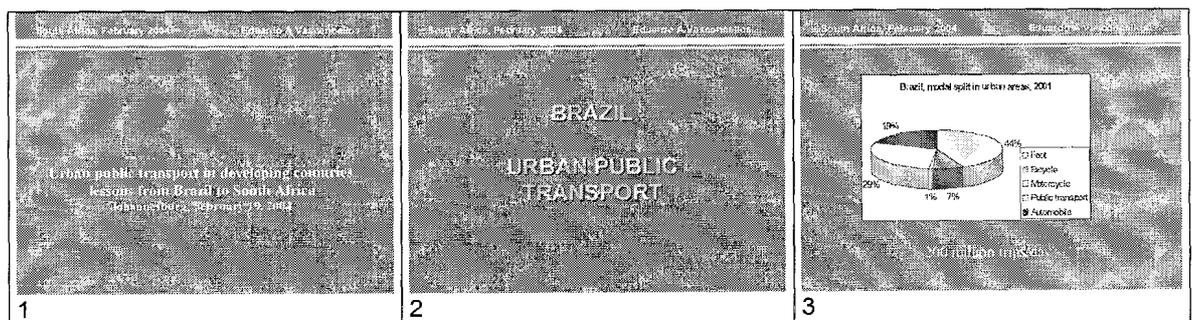
Delegate	Comment	Response
Mr Mokonyama from NDoT	TA functions are not new functions and these existing functions are already funded. Funding requirements of TA's beyond "establishment funding" need to be addressed by the TA's themselves.	Mr Aucamp: Disagreed with this viewpoint.

As the conference was time constrained, the chairperson requested that all further comments and questions relating to the ETA be held back until Day Two. There would be ample opportunity to debate the issues, during the plenary and breakaway sessions. The chairperson closed the session and invited all delegates to lunch.

7.6.3 Urban Public Transport in Developing Countries – Lessons from Brazil

After lunch, the chairperson introduced Dr Eduardo Vasconcellos, whose presentation on “Urban Public Transport in Developing Countries: lessons from Brazil to South Africa” is shown in Table 17. Comments, questions and responses are listed in Table 18. Due to time constraints, the chairperson curtailed the presentation after slide 13.

Table 17: Lessons from Brazil: Presentation Slides



<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Public Transport modes</p> <table border="1"> <thead> <tr> <th>Mode</th> <th>Cities</th> </tr> </thead> <tbody> <tr> <td>bus</td> <td>320 (over 30,000 people)</td> </tr> <tr> <td>train</td> <td>12</td> </tr> <tr> <td>metro</td> <td>03</td> </tr> </tbody> </table> <p>4</p>	Mode	Cities	bus	320 (over 30,000 people)	train	12	metro	03	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>PT - Socio - Economic</p> <p>Population served: 122 million (72%)</p> <p>Employees (oper): 670,000</p> <p>Revenues (US/year): 6 billion</p> <p>5</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>6</p>		
Mode	Cities											
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Fleet	116,000											
Passes/day	600											
km/day	240											
Average fare	US\$ 0.40											
Average speed	10 - 20 km/h											
<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Consequences</p> <ul style="list-style-type: none"> Illegal activity - market exclusivity Large bus industry ("largest" in world) Technological and labour patterns Large spatial/time coverage <p>BUT</p> <ul style="list-style-type: none"> Disregard for quality/users' needs Localized inefficiencies/increased costs <p>10</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Main problems of PT</p> <ul style="list-style-type: none"> Decreasing demand - economic/supply reasons Cost and fare increases Loss of reliability/efficiency/speed/low-quality operation Competition from illegal vans <p>11</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Illegal Van transportation</p> <p>appeared all over the country</p> <p>received support from media/politicians</p> <p>Controlled through violent means</p> <p>captured 25% of demand (Brazil)</p> <p>12</p>										
<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>13</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>14</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>15</p>										
<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Key political questions</p> <ul style="list-style-type: none"> Efficiency or equity? equity x equality Small is beautiful or harmful? economic circuits and effects <p>16</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Key political questions</p> <p>Public transport is</p> <ul style="list-style-type: none"> a public service? a market issue? <p>Subsidies are</p> <ul style="list-style-type: none"> an investment? waste of money? <p>17</p>	<p>South Africa, February 2004 Eduardo A. Varoncelos</p> <p>Bus systems - perspectives</p> <p>Institutional - Public sector organization</p> <ul style="list-style-type: none"> local - planning/skills/coordination metropolitan - relationship <p>Economic - permanent financing + fares</p> <p>Sector economy: organization of private sector</p> <p>Technical - higher quality/efficiency/user needs</p> <p>18</p>										

South Africa, February 2004 Eduardo A Vasconcellos

Major questions for developing countries

Which are the current supply characteristics?
in which part of the cycles are we?
How do we see public transport?
Which are our main social/economic objectives?
Where do we want to go?

19

South Africa, February 2004 Eduardo A Vasconcellos

20

South Africa, February 2004 Eduardo A Vasconcellos

Bus corridors – key factors

Urban insertion – safety – comfort
Demand: local + feeders
Length x time savings x integration
Vehicle technology
Overlapping/boarding time x capacity
Express services

21

South Africa, February 2004 Eduardo A Vasconcellos

Bus corridors – perspectives

New vehicles
New fuels
Automatic operational control
Automatic fare collection
Advanced passenger information
Land-use induced changes

22

South Africa, February 2004 Eduardo A Vasconcellos

How to boost your bus corridor

Improvement	Capacity	Boarding time	Sub-stops	Express services	Lanes
original	15,000	1'	1	0	1
level platform	5,000	2	1	0	1
in-lane boarding	9,000	0.53	1	0	1
bus conveyors	10,000	0.53	4	0	1
sub-stops	2,750,000	0.33	3	0	2
express lanes	36,700	0.33	5	95%	2
express lanes	245,000	0.33	3	65%	2
express lanes	32,000	0.33	3	65%	2

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Table 18: Lessons From Brazil: Questions and Responses

Delegate	Question or Comment	Response
Mr Dave Eadie (Cape Town)	How does the employer subsidy function in Brazil?	Dr Vasconcellos: Employee transport subsidy is a legal requirement for any employer with over 50 employees. No more than 6% of the employee's wage may be deducted.
Mr Eadie	Average speed of buses in Brazil?	Dr Vasconcellos: Generally poor: 10 km/hr or less, when sharing space with private vehicles. Some cities have bus corridors, speed improves to about 25 km/hr.

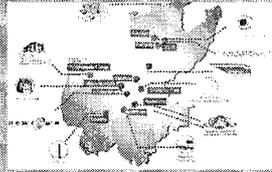
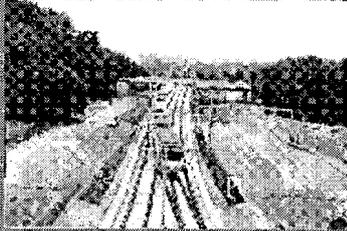
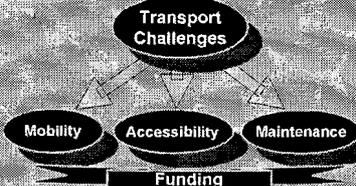
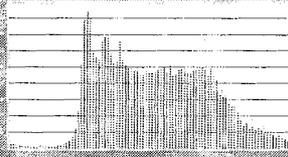
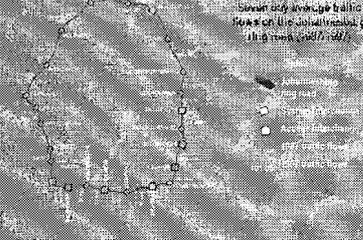
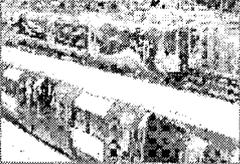
Mr Mike Kridiotis (Buffalo City)	Subsidies are not a negative issue as long as one has proper control.	
Mr Eadie	Extent of bus subsidies?	Dr Vasconcellos: Bus companies are self sustainable and receive no government funding. Bus services are provided on a tender basis.
Mr John Simmons (De Leuw Cather Emtateni)	The presentation focused on negative PT aspects in Sao Paolo. What about the success stories, such as Curitiba?	Dr Vasconcellos: Curitiba does not have the threat of illegal transport providers to the same extent as Sao Paolo and has a strong contingent of Europeans with a tradition in planning, also strong links between Curitiba leaders and government in Brazil, no occupation of peripheral areas and a large roadway system which has existed for a long time. Some smaller cities are copying Curitiba. They do not have any strong metropolitan authority. Promoted privatisation and have committees
Mr Mike Krynauw	Made the point that Dr Vasconcellos' presentation was curtailed, and that there were other stages of the public transport cycle that needs to be considered by the conference, within the context of the rest of the presentation.	

7.6.4 Gautrans Initiatives

Mr Jack van der Merwe's presentation is illustrated in Table 19, with comments, questions and responses listed in Table 20.

Table 19: PowerPoint Presentation Slides: Gautrans Initiatives

<p>1</p>	<p>2</p>	<p>3</p>
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<p>DEPARTMENT OF TRADE & INDUSTRY- POST 1994</p> <p>Development strategy:</p> <ul style="list-style-type: none"> Focus on corridors & nodes (SDI) Identified corridors & nodes for PSA Appointed Provincial Co-ordinators 14 SDI identified & developed in Gauteng At the beginning of 1999, Cabinet decision to address SDI's of rural provinces first 	<p>GAUTENG PROVINCE - ECONOMIC DEVELOPMENT STRATEGY</p> <p>Existing economic strengths:</p> <ul style="list-style-type: none"> Mineral Heavy industry Financial banking sector <p>Development Strategy:</p> <ul style="list-style-type: none"> Smart initiatives - Gauteng Economic Progress Move toward high value manufacturing Enhancing the business services (Finance & Banking) sector and business environment 	<p>PROVINCIAL BLUE IN INITIATIVES</p> 
<p>TRANSPORT CHALLENGES</p> 	<p>Transport Challenges</p> 	<p>CONGESTION</p> 
<p>GAUTENG VEHICLES/KM</p> 	<p>TRAFFIC FLOW ON NI</p> 	<p>CONGESTION</p> 
<p>PUBLIC TRANSPORT COST</p> 	<p>PUBLIC TRANSPORT COST STRUCTURE</p> <p>Expenditure:</p> <ul style="list-style-type: none"> Infrastructure (CAPEX) <ul style="list-style-type: none"> Initial network & extension to network Major capital costs Replacement Rolling stock <ul style="list-style-type: none"> Initial rolling stock & replacement Replacement Operating expenditure (OPEX) <ul style="list-style-type: none"> PT as social service vs an economical service 	<p>PUBLIC TRANSPORT COST STRUCTURE</p> <p>Income:</p> <ul style="list-style-type: none"> Fare box revenue Advertising Property & services on the network (shops & other services) Subsidy
<p>PUBLIC TRANSPORT HISTORY</p> <p>Traditionally public transport had no revenue. Demand & maintenance of roads was the responsibility of PT as a utility service.</p>	<p>PUBLIC TRANSPORT HISTORY (Last 20 years)</p> <p>1990s - 1999: The period of the apartheid government, characterized by a focus on infrastructure development and a shift towards a more market-oriented approach.</p> <p>2000 - 2009: The period of the democratic government, characterized by a focus on social service provision and a shift towards a more integrated approach.</p> <p>2010 - 2019: The period of the democratic government, characterized by a focus on infrastructure development and a shift towards a more market-oriented approach.</p>	<p>PUBLIC TRANSPORT HISTORY (Last 20 years)</p> <p>Current day: world spend on transport revenue double.</p> <p>Operational: quality of service, PT system, complete system of infrastructure, service.</p>

<p>PUBLIC TRANSPORT HISTORY (Last 20 years) - Fostering Jointion</p> <p>Public Private Partnership can have the following</p> <ul style="list-style-type: none"> • Access to private industry expertise • Potential for cost savings • Access to private sector financing • Access to private sector management • Access to private sector technology • Access to private sector innovation 	<p>PUBLIC TRANSPORT HISTORY (Last 20 years) - How to implement</p> <p>New contract forms & approach</p> <p>• BOT, BOT-TOU, BOT-TOO</p> <p>• Multiple & competency of the various stakeholders</p> <p>• Risk & public pressure</p> <p>• Contractors & operators</p> <p>• Consultant & engineering expertise from non-traditional sources</p> <p>• Greater financial integration</p>	<p>PUBLIC TRANSPORT HISTORY (Last 20 years) - How to implement</p> <p>New contract forms & approach</p> <p>• BOT, BOT-TOU, BOT-TOO</p> <p>• Multiple & competency of the various stakeholders</p> <p>• Risk & public pressure</p> <p>• Contractors & operators</p> <p>• Consultant & engineering expertise from non-traditional sources</p> <p>• Greater financial integration</p>
<p>19</p>	<p>20</p>	<p>21</p>
<p>GENERAL EVALUATION</p> <p>BOT Advantages</p> <p>What each party brings to the BOT</p>	<p>GENERAL EVALUATION</p> <p>BOT Advantages</p> <p>What each party brings to the BOT</p>	<p>PUBLIC-PRIVATE PARTNERSHIPS (PPP)</p>
<p>22</p>	<p>23</p>	<p>24</p>
<p>PUBLIC-PRIVATE PARTNERSHIPS (PPP)</p> <p>Set up a legal structure from scratch to facilitate the creation of PPPs</p> <p>• Design-Build-Finance-Operate (DBFO)</p> <p>• Design-Build-Operate (DBO)</p> <p>• Design-Build-Own-Operate (DBOO)</p> <p>• Design-Build-Own-Transfer (DBOT)</p> <p>• Design-Build-Own-Operate-Maintain (DBOOM)</p> <p>• Design-Build-Own-Operate-Maintain-Transfer (DBOOTM)</p>	<p>PUBLIC-PRIVATE PARTNERSHIPS (PPP)</p> <p>• Concessions to complete set up to do turn-key projects (PPPs)</p> <p>• Civil Engineering & Mechanical Design Engineering</p> <p>• Civil Electrical & Mechanical Contractors</p> <p>• Operation maintenance</p> <p>• Finance (tax breaks)</p> <p>• Safety (lock systems)</p>	<p>PUBLIC-PRIVATE PARTNERSHIPS (PPP)</p> <p>• Fundamentals of public and PPP projects</p> <p>• Planning & financing roles</p> <p>• Allocation of risks to the appropriate party</p> <p>• Handling of financial leakage in projects</p> <p>• PPPs</p>
<p>25</p>	<p>26</p>	<p>27</p>
<p>PUBLIC-PRIVATE PARTNERSHIPS (PPP)</p> <p>• Authorisation process (PFMA) by PPP Unit</p> <p>• SAC Facility</p> <p>• Procurement</p> <p>• Bid opening process</p> <p>• Contract award</p> <p>• Construction contract</p> <p>• A2B - Selection of Integrated Bidder</p> <p>• A2B - Bid closing</p>	<p>IMPLEMENTATION PROCESS</p> <p>Four Pillars</p> <p>• Project Mgt & Construction</p> <p>• Public Procurement (Accession)</p> <p>• Finance</p> <p>• Risk Allocation</p> <p>• Funding for Maintenance & Operational</p> <p>• Financial Structure</p> <p>• Risk Allocation</p> <p>• Contractual arrangements</p> <p>• Compliance arrangements</p> <p>• A2B - Bid closing</p>	<p>THE PROJECT</p>
<p>28</p>	<p>29</p>	<p>30</p>
<p>SAVIRAIN: KEY OBJECTIVES</p> <p>Economic development and job creation</p> <p>• Attract investment and create jobs</p> <p>• Stimulate economic growth in the region</p> <p>• Create a sustainable and integrated transport system</p> <p>• Provide a high quality public transport service</p> <p>• Create a sustainable and integrated transport system</p> <p>• Provide a high quality public transport service</p> <p>• Create a sustainable and integrated transport system</p> <p>• Provide a high quality public transport service</p>	<p>TECHNICAL INFORMATION</p>	<p>Route & Station Locations</p>
<p>31</p>	<p>32</p>	<p>33</p>

Table 20: Gautrans Initiatives: Questions and Responses

Delegate	Question or Comment	Response
Mrs Sinah Ngobese (Ekurhuleni)	Future expansion plans for Gautrain?	Mr van der Merwe: Plans are going ahead for the train as they need to get traffic off roads
Mr Krynauw	Advantages/disadvantages of the unsolicited bid process?	Mr van der Merwe: Two consortiums have spent R60m each just putting the bids together. A quarter of a billion Rand has been spent on the planning process. They are scheme developers for a year and get preference of contract.
Mr Lessing	Necessity to expand Gautrain within the next 20 years?	Mr van der Merwe: Province spends R25m per annum on Blue IQ. This is only a portion of the provincial budget. The possibility of expansion of the train exists and stations have been designed so that the track can be expanded. There will be a split between local and international passengers, and who takes responsibility for the risk if the passengers don't materialise.
	Fares?	Mr van der Merwe: Two services from the East between the Airport to Sandton. Daily commuters will travel to Rhodesfield and other stations. JIA trips will cost R70 / trip and daily commuters R18/trip. (The new airport can handle 26 million passengers).

7.7 Discussion after Conclusion of Presentations

Table 21 lists further comments after conclusion of Day One presentations.

Table 21: Further Comments after Conclusion of Day One Presentations

Delegate	Comments
Mr Eadie	Presentations by the invited speakers were very good and beyond questioning.
Mr Krynauw	Agreed with Mr Eadie. More time, however, needed to be spent on the TA issues raised by Mr Aucamp.
Mr Lessing	Criteria for the cities to benchmark against performance and how to render services are lacking. A shortage of funding also handicaps delivery.
Mr Mbanga	Two issues: What are cities not doing and what should they be doing? How do we relate these to national government, other SACD sectors and stakeholder participation? There was a need to respond with a common voice that illustrated understanding of the complexities.
Mr Eadie	Reiterated that measurement systems and benchmark formulae are lacking.
Mr Simmons	Need to work from a basis of common ground, to lever the collective strength of cities to break down existing barriers.
Mr Krynauw	The SACN has its own agenda. Yet other critical issues need to be addressed, and all bases need to be covered, especially where these relate to SALGA. Cities should start looking at really making a difference over the short and medium term, as the problems have remained the same after a number of years.
Mr Mbanga	Many of the issues would be covered during Day Two, when the research findings would be presented

	and debated. The delegation would break into two groups, one concentrating on how we relate to the other levels of government and other sectors and the other on a suggested plan of action for the transport working group, for the next two years. The delegates would then reconvene and report back and discuss, in order to prioritise the issues.
Mr Krynauw	Suggested thank you notes be sent to Dr Vasconcellos and Mr van der Merwe. Delegates should keep contact with Mr vd Merwe

The chairperson closed the conference for the day, and invited delegates for cocktails.

7.8 Project Research Findings

At the start of Day Two, the chairperson announced that the consensus amongst delegates was that all issues needed to be discussed and debated in an all-inclusive plenary session. Greater value would be obtained by dispensing with the breakaway sessions, in favour of extending the open plenary session.

The project research findings were presented by the consultants (John Simmons from De Leuw Cather Emtateni and Dev Oberholzer from Stewart Scott) in four sections, as follows:

- Scan of International Best Practice (Oberholzer)
- South African Policy Framework (Simmons)
- The “Transport Compliant” City: Situational Review (Simmons)
- The Way Forward (Oberholzer)

The relevant presentation slides are shown in Table 22. Questions, responses and comments related to each section are listed in Tables 23 through 26.

Table 15: Research Findings: Presentation Slides

<p>1</p>	<p>2</p>	<p>3</p>
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<p>International Best Practice Inclusive Cities - Issues</p> <ul style="list-style-type: none"> Poverty alleviation Transport accessibility for the poor Growth in car ownership Encouragement of public transport Non-motorised transport Road safety Security Quality of life <p>4</p>	<p>International Best Practice Productive Cities - Issues</p> <ul style="list-style-type: none"> Global competitiveness Integration of land use and transport systems Effective and efficient land use structure Integrated transport systems <p>5</p>	<p>International Best Practice Well-Governed Cities - Issues</p> <ul style="list-style-type: none"> Political and institutional leadership, capacity and support Addressing majorities Institutional integration (hor & vert) Transport legislation and regulation Enforcement and prosecution <p>6</p>
<p>International Best Practice Sustainable Cities - Issues</p> <ul style="list-style-type: none"> Transport funding and finance Maintenance of existing infrastructure Transport efficiency and effectiveness Discouragement of private vehicles Affordable transport system solutions Humanised transport system Environmental protection <p>7</p>	<p>International Best Practice (South American Context) Continuum Approach for Success A Single Large Scale "Package" Trail</p> <p>Represents a consolidated approach to urban transport that is supported by the community and all other stakeholders. <i>Integrating</i> central government. Addresses <i>most</i> of the issues identified. Is implemented almost immediately. Is developed and sustained over a long-term (20 year) horizon.</p> <p>8</p>	<p>International Best Practice Consolidated "Package" Components</p> <ul style="list-style-type: none"> Developed in the early 1990s by the Inter-American Development Bank (IDB) Includes: <ul style="list-style-type: none"> Policy framework Legal framework Operational framework Financial framework Human resources framework Information systems framework Monitoring and evaluation framework <p>9</p>
<p>International Best Practice Cautionary Notes</p> <ul style="list-style-type: none"> Unique South African political and institutional environment The South American model needs customised interpretation into the South African context Alternatives within the broad South American approach could be considered (variations on the theme) <p>10</p>	<p>End of Presentation</p> <p>11</p>	<p>SA Policy Framework Policy Context</p> <p>Issues → Policy → Strategy → Delivery</p> <p>↑ White Paper 1996</p> <p>Good policy does NOT guarantee delivery</p> <p>12</p>
<p>SA Policy Framework Assessment of SA Transport Policy</p> <ul style="list-style-type: none"> Policy is comprehensive and inclusive It extends beyond ISP policy to address multiple aspects of SA conditions (legacy of apartheid systems) Clear exit in the mechanisms for translating existing policy into solution delivery <p>13</p>	<p>SA Policy Framework Constraints and Deficiencies</p> <ul style="list-style-type: none"> Lack of political recognition and priority Fragmented and ineffective decision-making Competing transport agendas Resource limitations (funding/manpower/skills) Lack of dedicated and on-going funding Missing enabling legislation in some instances Lack of investment into deteriorating transport infrastructure <p>14</p>	<p>SA Legislative Framework Land Use and Transport Legislation</p> <p>National Land Use and Transport Framework (LUTF)</p> <p>National Land Use Framework (NLUF) - Strategic Framework to guide land use planning country-wide</p> <p>Integrated Development Plan (IDP)</p> <p>Current Public Transport Record (CPTA)</p> <p>Operating Licences Strategy (OLS)</p> <p>Rationalisation Plan (RATPLAN)</p> <p>Public Transport Plan (PTP)</p> <p>Integrated Transport Plan (ITP)</p> <p>Provincial Land Use Transport Framework (PLTF)</p> <p>15</p>
<p>SA Policy and Legislative Framework Two Critical Questions</p> <ul style="list-style-type: none"> Is transport recognised as a fundamental instrument of change in capacity of development programmes for the IDP? Does Transport support, facilitate or drive the IDP Development Model(s)? <p>16</p>	<p>End of Presentation</p> <p>17</p>	<p>A "Transport Compliant City"</p> <ul style="list-style-type: none"> Recognises regional development imperatives Incorporates into SACN/CBS in terms of: <ul style="list-style-type: none"> Operational Financial Human resources Information systems Monitoring and evaluation Responds to these issues with: <ul style="list-style-type: none"> Policy framework Legal framework Operational framework Financial framework Human resources framework Information systems framework Monitoring and evaluation framework Delivers these solutions by way of and/or implementation programmes <p>Recognition → Response → Delivery</p> <p>18</p>

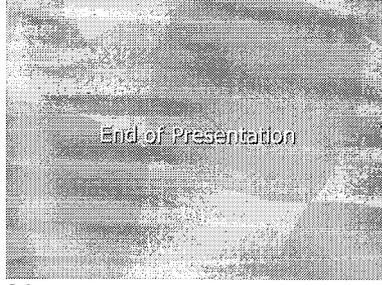
 <p>End of Presentation</p> <p>34</p>		
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Table 23: International Best Practice: Questions, Responses and Comments

Delegate	Question or Comment	Response
Mr Kridiotis	Infrastructure should not necessarily be the TA's responsibility. What about only being a Public Transport Authority (PTA)?	Mr Krynauw: In the South African context there is no such thing as a PTA. A TA does not have to be an implementing authority. It could control all elements through the ITP.
Mr Kuben Pillay (NDoT)	Implementation is the key. The challenge is how do we consolidate?	
Mr Eadie	TA's must have policies in place to include local roads and traffic control. International best practice is not a blueprint.	
Mr von Moltke	International best practice should focus on first world as well, e.g. London, and draw examples from there, investigate subsidies, maintenance policies, etc.	Mr Oberholzer: Agreed that there were many good policies and measures to be found in the first world. The focus in the research project was specifically on developing countries grappling with similar issues as embodied in the SACN CDS cornerstones (eg inclusivity, poverty alleviation, job creation, etc).
Mr Logan Moodley (eThekweni)	We are constrained – do not have the authority over rail.	
Mr Andrew Aucamp (eThekweni)	We must investigate the needs of the majority – there are strong minority groups with a considerable power. Realism in this is that we will never have the backing of all stakeholders and will have strong opposition. This could be dealt with by means of regulation.	
Mr Krynauw	Referred to global competitiveness – poorer communities see this as negative. We must be more pro-active in promoting these ideas by stressing job creation and economic empowerment.	Mr Oberholzer: We all understand the issues and what is possible and what is unrealistic. Although there is no absolute blueprint, there are many success stories, which we can emulate within the unique SA context.
Mr Kridiotis	Reiterated that first world cities needed to be included in the International Best Practice scan.	Mr Oberholzer: Referred to the context, scope and required focus of the project brief that related to achieving national imperatives as embedded in the SACN CDS.
Mr Krynauw	Dr Vasconcellos' main focus was on Sao	Mr Mbanga: Dr Vasconcello's presentation would form

	Paulo and he (Mr Krynauw) felt that bus operations in that city was a disaster, although the Metro was a success. Curitiba and Bogotá started from scratch and are better examples. We must learn from their experience.	part of the conference transcripts, and could be used as tool by cities to identify where they are in the transport cycle, as outlined in Dr Vasconcello's presentation.
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Table 24: South African Policy Framework: Questions, Responses and Comments

Delegate	Question or Comment	Response
Mr Krynauw	Current SA legislation is an over simplification. Middle area is boxed and other issues are not reflected. In Tshwane major input into strategy is necessary.	Mr Simmons: Strategy is important, in terms of recognising what needs to be done, but this must be backed up by the ability to deliver.
Mr Krynauw	Land use planners and city planners are two different sectors, and that the approval of development plans seldom coincides with the IDP's.	Mr Simmons: This was a dilemma that needed resolution at individual city level, to improve inter-sector communications.
Mr von Moltke	Developers use inter-city rivalry to thwart development initiatives.	Mr Simmons: Referred to the Menlyn scheme in Tshwane as representative of this tendency.
Mr Greg Pryce-Lewis (Nelson Mandela)	Enquired about applying IBP to influence land-use development	Mr Oberholzer: This is a peripheral issue, where IBP is best represented in terms of developing mixed land-use / transport corridors. Integrated land use and development is difficult and conflicting, but new transport schemes in, for example Bogotá, used transport to influence land use policy.
Mr Aucamp	Referring to slide 16. We need to be clear on the role of transport. Transport should not subscribe to land use planning, but support it. Transport does not "drive", only facilitates and supports.	Mr Kridiotis: Disagreed. In many instances transport drives land-use (Gautrain, for instance). Mr Simmons: We are trying to show that transport needs to be elevated and recognised for its ability to have a positive influence, proactive or reactive depending on circumstance. Gauteng was a good example of an effective transport response to other development issues. Mr Aucamp: Blue IQ was not a transport solution but an economic development programme with transport facilitating the process. The real challenge is being proactive in responding to spatial development framework. In eThekweni roles were reversed and this lead to spatial development involvement.
Mr Eadie	Commented on the development of new low-cost residential areas on the outskirts of cities, in a sense perpetuating the legacy of apartheid. The reality of the matter is that the availability of land closer to the economic centres is restricted.	Mr Oberholzer: Cited the Newtown precinct (A Blue IQ project) as an innovative way of developing new housing within the boundaries of the Johannesburg CBD.
Mr Willie Loftus	In Mangaung, the wards together decided on	Mr Simmons: Agreed. Communities have their own

(Mangaung)	priorities. Transport is a low priority. Putting emphasis on and placing decisions with communities whose priorities are possibly different will not solve the problems. There is a lack of professional input to drive processes and raise awareness.	needs. Short term solutions are needed, and communities must be empowered to make decisions. Priorities vary at different levels of government, depending on the status of transport.
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Table 25: The Transport Compliant City: Questions, Responses and Comments

Delegate	Question or Comment	Response
Mr Krynauw	Questioned parastatal participation. What does involvement with the NRA in Tshwane really mean?	
Mr Hannes vd Merwe (Johannesburg)	Questioned the value of a champion, which sometimes represented a lone voice in the wilderness, with little political standing.	Mr Simmons: Hence the need to identify a strong political champion such as the chairman of the ETA. When other TA structures come together, the champion will emerge.
Mr Eadie	eThekwin's champion exerts a powerful political influence. In transport, the portfolio was given to a minority party, as the lead party shies away from transport. Transport is low on pecking order and low priority in politics.	Mr Simmons: We should create champions by informing and equipping the right politicians. As transport technocrats this is our challenge.
Mr Hannes vd Merwe	Roads are a high priority but not transport. There is a lack of engineers to make themselves heard on this issue.	Mr Simmons: Involvement at all levels of politics is necessary. Mr Oberholzer: Even to the extent of the highest possible level (national government cabinet level). Mr Krynauw: This is already happening in KZN. Mr Hannes vd Merwe: How can we as officials achieve this? Mr Eadie: Capacitate, empower, drive!
Mr Aucamp	We must be careful to avoid use of terms such as "Ensure buy-in" (slide 26). This is not possible, as we can only promote buy-in. In many instances, buy-in will not be achievable, where vested interests are entrenched.	
Dr Klaas van Zyl (Stewart Scott)	Results confirm we have wonderful plans but these never go to implementation. We are still in a planning paralysis – focus more on being implementation driven. Packaging transport as part of a bigger development will create better acceptance and priority for transport.	
Mr Aucamp	One of the main things we need to do as SACN and transport authorities is to have a checklist of what to do. Having done	Mr Simmons: One of the project aims is to present a short term work programme for the TWG. However, this conference group must apply their minds to issues

	restructuring for example, but unable to implement because we have no control over rail. You cannot implement what you have no control over. Process before devolution. Who holds the lever on various functions?	being raised and identify who takes on the responsibility. Once this has been done, the correct levers can be identified, for each specific TWG task.
Mr Pillay	Not only must we be technologically sound but also politically proactive. Create a balance between these two, and get things going.	Mr Simmons: This will require technocrats to broaden their horizons.

Table 25: Premise for the Way Forward: Questions, Responses and Comments

Delegate	Question or Comment	Response
Mr Krynauw	Sought clarification on the incremental vs the consolidated approach. Surely you put the two together and prioritise?	Mr Oberholzer: We're not prescribing either approach. Each city should define how best to approach implementation of their ITP. Bigger projects have the potential to capture the imagination and address most, if not all, of the SACN CDS.
Mr Oberholzer	Sought clarification on Cape Town's Klipfontein project.	Some parallels with Bogotá. Klipfontein was the vision of the MEC. Lines of authority were not working too well. Other areas were successful: planning for the people, door-to-door trips, uplifting spaces, economic opportunities, an integrated plan working well. Structure with two political champions is a problem. Implementation imminent, but leadership essential.
Mr Aucamp	eThekweni still only <i>talking</i> big transport projects. We need to get "politically smart", and relate transport to national imperatives: poverty alleviation, job creation, economic development, as illustrated by Blue IQ and Gautrain. Don't sell transport on transport needs. The consolidated approach needs to be broader to include economic departments, ports, freight etc. Consult with economists etc to see how transport facilitates projects they have on the table.	
Mr Krynauw	Experience shows stumbling blocks to achievement. Look at new government over 3 years. There were many excellent projects before 2000 which were stopped because they were driven by "old white apartheid males". New personnel from new government want to be seen as drivers of projects. Thus we need to sell to these new officials and they must become the new champions. Gautrain is an example of a good "sale" to the premier.	
Mr van Zyl	Engineers are inclined to focus on price.	

	Social economists need to analyse projects and embrace them, i.e. cost benefit analyses that can highlight the economic benefits (jobs created, etc.)	
Mr Aucamp	Pilot projects should be utilised. We tackle things on too big a scale. Required funding for rail is huge, for example. Smaller projects with less funding are more manageable and can assist in getting successes in place. We need to concentrate on pilot projects. Not at national level but at local level, perhaps interacting with province.	
Mr Loftus	Focus on presentations. There is a lack of political buy in and support but we are in a good position with SACN initiatives and can take these problems to the SACN board as a first step. Mayors are on that board.	Mr Oberholzer: Supported a presentation to the board as first level of mayoral championing process. Mr Krynauw: In such a presentation to the board, we must include figures such as GDP to make them realise the importance of transport. As examples, use the Gauteng figures, which are readily available.
Mr Krynauw	The SACN is working hand in hand with the SALGA. We must avoid duplication of issues. In Tshwane, they picked up critical projects to support spatial development from a transport aspect. Each city will have different ideas but the broader approach should be the same.	
Mr Aucamp	Andrew said cities should interact and learn from each other. That was the idea behind this group. Key issue in moving forward is to propose national transport indaba. Not all levels of government are thinking united. Indaba could propose a 5-year plan. Spheres of government are all aligned. It is critical for the transport industry to work with each sphere of government – it is the only way to move forward.	Mr Pillay: NDoT are looking at a transport summit later this year. No details are available at this stage. Mr Aucamp: Important to have input into the programme from cities and provinces. Not just an agenda, but have influence on agenda. Mr Eadie: Suggested we organise a joint venture - SACN with NDOT Mr Pillay: This is a national issue, so NDOT would organise the summit. Mr Krynauw: But SACN is a separate issue and we need to meet with NDoT, prior to the indaba to discuss extent of SACN involvement in the Indaba. Mr Pillay: NDoT would like to attend the next meeting of the TWG to pursue these ideas further.
Mr Aucamp	We must look at the way forward, what we need to do and what levers we must use. What actions must be taken? What are key deliverables for a white paper? We must structure a table as to who holds which levers within cities or provinces. This table to be included for the next meeting.	Mr Krynauw: TWG members to bring Business plans to the next TWG meeting, and pick up on the TWG resolutions of the previous year. Suggested that the meeting be held only for those cities that have valuable input. Mr Pryce-Lewis: 25 th March 2004 proposed as the date for the next TWG meeting.
Mr Mbanga	Summarised: Once again questioned delivery. What can cities do, what is the best practice? It seems that there is	

	<p>consensus that there is sufficient legislation and policy. The issue is delivery. One critical issue is political. Buy-in and understanding of transport is imperative. Get rid of old perceptions. SACN is not a lobby group but it needs to take these issues to SALGA. We understand the environment of local government but need to concentrate on successful contributions to the GDP. We need to increase our own awareness. We are not pointing fingers. To ensure buy-in we must concentrate on local levels. How many politicians understand transport issues on the whole (on national and provincial level)? Not only the NDOT but all other departments. Andrew's presentation provides possible answers to the three critical issues of awareness, buy-in and delivery.</p>	
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7.9 Conference Conclusion

The chairperson thanked all for their attendance, closed the conference and invited the delegates for lunch.

8 Key Issues and Challenges Emerging from the Conference

The key issue is the need to deliver.

Most of the issues raised in the plenary sessions relate to the delivery conundrum. In particular, the lack of priority for the transport agenda at all levels of government manifests itself in the following spheres:

- The lack of transport champions.
- The need for educating / capacitating at various levels.
- The need to raise the level of 'transport' awareness, through effective marketing/lobbying.
- The lack of sustainable funding
- The lack of influence of other existing institutional structures that impact on urban transport.
- Confrontational opposition from "vested interests".
- Transport required and/or expected where unbridled developments take place outside of cities' spatial development frameworks.

The challenge to the TWG is to develop a meaningful response to these issues in terms of short-term action programme. The following sections address the context for, and the possible content of such a programme.

8.1 Context for the TWG's Recommended Work Programme

The following is a suggested framework for the TWG to carry out the investigations and actions comprising the recommended work programme:

- a) Agree the tasks.
- b) Develop the scope of each agreed task.
- c) Establish an inventory of unique in-progress or anticipated initiatives related to each task.
- d) Within the defined scope of each task, identify what still needs to be carried out.
- e) Identify the role-players that the TWG must engage to successfully undertake the task.
- f) Prioritise the tasks.
- g) Within the context of resources available to the SACN, the TWG and individual cities, allocate responsibility for the execution of each task. Even in situations where a particular task will be driven by external entities (such as SALGA), appoint a TWG member to monitor progress.

8.2 Recommended Tasks

Based upon the key issues identified by the participants in the plenary sessions, as well as the presentations by invited guest speakers, the specific tasks are listed here, in assumed order of importance:

8.3 Develop Transport Marketing Strategy

Develop a basis for motivating transport system investment in terms of quantifiable economic and social development programme benefits as defined in SACN's CDS. City transport officials must become politically "smarter", by focusing on the political imperatives. This means that transport's role in job creation, economic development and poverty alleviation should be emphasised, not for transport *per se*, but in the role that transport can play in meeting these national imperatives.

This task entails developing the marketing material and strategy for use in later tasks. Where necessary engage marketing consultants, transport economists and other specialists to provide factual technical data as input.

8.4 Other SACN Sectors & Programmes

As input to the development of the marketing campaign, engage with the working groups of the other sectors in the SACN, with a view to identifying areas of commonality that can benefit by being included in the overall marketing strategy.

8.5 Awareness Creation

Using the marketing material and strategy developed in task 1, initiate dialogue with:

- Local politicians
- Local stakeholders: business community, NGO's and labour.
- SACN Board
- Provinces
- National departments
- Parastatals

8.6 Equip Transport Champions

Train and equip the transport champions to position them to engage with various levels of government and institutions to promote transport as a powerful instrument of achieving government development imperatives. Within this context, provide the champions with appropriate marketing material.

8.7 Indaba

As part of the awareness creation process, the TWG must prepare itself for the pending NDoT Indaba by:

- Identifying the TWG objectives.
- Providing input to the agenda.

- Lobbying for direct TWG participation in the programme.
- Using the marketing material developed in task 1, and involving any available transport champions to present Transport's case to the Indaba.

8.8 Investigate Sustainable Funding

Identify sources and potential mechanisms for sourcing sustainable funding for:

- Overall needs of Transport Authorities
- Administration
- Implementation / delivery:
 - Infrastructure
 - Mode requirements
 - Capital/operating/maintenance
 - Pilot projects

In particular, the mechanisms and processes related to Public/Private Partnerships as manifested in solicited bid procedures successfully adopted in the Gautrain project, need to be investigated, as a possible fast-tracking source of development funding.

8.9 Institutional Roles and Responsibilities

Meet with parastatals and senior levels of government, through appropriate channels, in order to:

- Review roles and responsibilities as they relate to the mandate of Transport Authorities taking on the fully devolved transport responsibilities.
- Provide the metropolitan context for reviewing national policy as expressed in the White Paper.
- Promote the benefits of re-defined working relationships

8.10 Conclusion

The single most important issue that emerged from the conference proceedings is the *failure to deliver* transport solutions. In order to achieve effective delivery, the following critical areas have been identified:

- a) Raising the awareness of the role of transport can play in achieving development priorities.
- b) Releasing adequate and sustainable funding.
- c) Establishing appropriate roles and responsibilities within existing institutional structures at local, provincial, parastatal and national levels.

A number of steps are recommended as a framework within which the TWG could consider, prioritise and allocate responsibility for the execution of the recommended tasks.

Appendix A: Questionnaire – Broad Perspectives

Appendix B: Questionnaire – Issues, Policies and Strategies

References

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