



Guidance Note for the Built Environment Performance Plan 2015/16 – 2017/18

Title:	Built Environment Performance Plans (BEPPs) Guidance Note for 2015/16 – 2017/18, issued 3 October 2014.
Purpose:	To guide metros in the preparation of their BEPPs 2015/16 – 2017/18 in terms of the annual Division of Revenue Act as it relates to the Integrated City Development Grant (ICDG), Human Settlements Development Grant (HSDG), Urban Settlements Development Grant (USDG), Neighbourhood Development Partnership Grant (NDPG), Public Transport Infrastructure Grant (PTIG), and the Integrated Electrification Programme Grant (PTIG).
Target Audience:	Metropolitan municipalities.
<p>This BEPP Guidance Note for 2015/16 – 2017/18 <u>must</u> be read together with:-</p> <ol style="list-style-type: none"> 1. DORA 2014/15 and 2015/16, including the grant frameworks of the relevant infrastructure grants. 2. ICDG Grant Framework in DORA 2015/16. 3. The Guidelines for the Implementation of the Integrated City Development Grant , May 2013, and as updated. 4. The Guidelines for Performance Indicators for the Metros in SA, May 2013, and as updated. 5. Concept Document: National Human Settlements Spatial Plan, August 2014, and as updated. 6. Guidance Notes, toolkits and other relevant documents relating the Neighbourhood Development Programme, http://ndp.treasury.gov.za 	

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Glossary	
AFS	Annual Financial Statements
AG	Auditor General
BEPP	Built Environment Performance Plan
CBF	Cities Budget Forum
CIDMS	City Infrastructure Delivery Management System
CIF	Capital Investment Framework
CSIP	Capacity Support Implementation Plan
CSP	Cities Support Programme
DORA	Division of Revenue
HSDG	Human Settlements Development Grant
ICDG	Integrated City Development Grant
INEP	Integrated National Electrification Grant
SDBIP's	Service Delivery and Budget Implementation Plans
MSDF	Metropolitan Spatial Development Framework
MTREF	Medium Term Revenue and Expenditure Framework
NDPG	Neighbourhood Development Partnership Grant
NDP	Neighbourhood Development Programme Unit
PPF	Project Preparation Facility
PTIG	Public Transport Infrastructure Grant
SPLUMA	Spatial Planning and Land Use Management Act 2013
UNS	Urban Network Strategy
USDG	Urban Settlements Development Grant

1. INTRODUCTION

Large urban municipalities have a critical role to play in supporting the resumption of more inclusive economic growth in South Africa. Metropolitan municipalities, in particular, have the responsibility to guide spatial development through urban planning instruments, infrastructure investments and service delivery programmes that shape the built environment of South African cities. There is consensus that a fundamental spatial transformation is required to enable South African cities to contribute effectively to national economic and social development objectives.

In 2014, all metropolitan municipalities outlined ambitious plans for restructuring their built environments, based on the concepts of integrated, transit oriented development as articulated in the Urban Networks Strategy. The Built Environment Performance Plans (BEPPs) of all cities identified key elements of their urban networks, focussing on specific integration zones that would be the focus of future investment programmes across sectors, and within which specific, catalytic intervention projects were identified. This planning process was intended to be “outcome-led”, responding to agreed indicators of improved built environment performance. Catalytic interventions were identified to support the achievement of targets associated with each of these indicators, so that measurable progress could be achieved in building more productive, liveable, inclusive and sustainable cities.

While the focus of the 2014 BEPP processes was on planning for spatial transformation, in 2015 the focus must shift to accelerating the implementation of catalytic interventions

necessary to achieve this goal. This will require programme and project management leadership and discipline from metropolitan municipalities. Moreover, the current economic and fiscal context requires that this includes bold, new approaches to programme financing and implementation – and particularly far deeper and more productive partnerships with investors, developers and households.

The BEPP is a requirement of the DORA in respect of infrastructure grants related to the built environment of metropolitan municipalities. It remains one of the eligibility requirements for the Integrated City Development Grant (ICDG) that is an incentive grant that rewards the application of infrastructure grants in terms of a spatial targeting approach at a sub-metropolitan level. The BEPP is thus also an instrument for compliance and submission purposes for the following infrastructure grants:-

- **ICDG** - Integrated City Development Grant, Schedule 5B (specific purpose allocations to municipalities);
- **USDG** – Urban Settlements Development Grant, Schedule 4B (supplements municipal budgets);
- **HSDG** – Human Settlements Development Grant, Schedule 5A (specific purpose allocations to provinces);
- **PTIG** – Public Transport Infrastructure Grant, Schedule 5B (specific purpose allocations to municipalities);
- **NDPG** – Neighbourhood Development Partnership Grant
 - Schedule 5B (specific purpose allocations to municipalities) *Capital Grant*;
 - Schedule 6B (allocation-in-kind to municipalities for designated special programmes) *TA*;
- **INEP**– Integrated National Electrification Grant, Schedule 5B (specific purpose allocations to municipalities)

It should be noted that the BEPP is intended to contribute to and enhance existing statutory planning instruments and that it does not duplicate or replace them. It is updated annually, within a long term planning horizon to 2030, with intermediate milestones in 2020 and 2025. The BEPPs will need to address how functional integration improves overall sustainable development; what development trade-offs are made and why; the planning methodology and practice, and institutional issues that are required to sustain this. The performance of the built environment will be assessed in terms of the continued refinement of the urban transformation outcome and impact indicators and metropolitan reporting reforms led by the CSP. Therefore the format of the BEPPs reflects the purpose of the BEPP, and details for the format appear at the end of this document in terms of the following broad sections of the plan:-

- A. Introduction
 - B. Strategic review of the Built Environment
 - C. Strategies and Programmes
 - D. Outcomes and Outputs
 - E. Institutional and Financial Arrangements
- Annexure A: Performance Matrix

Participating municipalities will be required to update their BEPPs on an annual basis, with the 2015/16 - 2017/18 Draft BEPP submitted to National Treasury by no later than **3 November 2014** as per the requirement of the 2014 DORA.

2. FOCUS OF BEPPS 2015/16 – 2017/18

The expectation from National Treasury was that it would take at least 3 years to establish a credible and funded BEPP. The content requirements of the 2015/16 – 2017/18 BEPP seek to refine, enhance and consolidate the content of the baseline BEPP established in 2014/15.

The identification and planning of Urban Networks and Integration Zones was the key focus of the 2014/15 BEPP. This year there is opportunity to refine and consolidate the planning of the urban network and Integration Zones done last year. The principles that inform this approach remain the same. We have limited financial resources and skills but we need to have better impact that will contribute to the outcome we desire in 2030. Crowding public investment into integration zones must leverage private and household investment.

Therefore one of the main expectations of the 2015/16 – 2017/18 BEPP is the identification, packaging and implementation of catalytic urban development projects within the Integration Zones identified last year. In addition there is a specific focus on the upgrading and development of informal settlements and other marginalised areas.

The focus of the BEPPs informs both the content and process requirements as outlined in the next sections.

3. GUIDELINES FOR THE CONTENT OF THE BEPP

The content requirements of the 2015/16 – 2017/18 BEPPs are outlined below starting with the refinement, enhancement and consolidation of the content of the baseline BEPP established in 2014/15, followed by the content requirements related to the new focus areas on catalytic urban development projects, informal settlements and other marginalised areas. The theme of the BEPP is the preparation and implementation of a pipeline of catalytic urban development projects. These projects must improve the alignment between Human Settlements and Transport projects, and promote economic development and environmental sustainability.

3.1 Refine, Enhance and Consolidate sections of the Baseline BEPP

Following the Review of the 2014/15 BEPPs in July 2014, the focus areas of the baseline BEPP remain important in the 2015/16 – 2017/18 BEPP providing an opportunity to refine, enhance and consolidate this content and where possible to be developed further to find expression in catalytic urban development projects.

Many metros provided more descriptive content in the Strategic Review of the Built Environment (Section B of the BEPP Content and Format table on page 12 of this Guideline) rather than focusing on the trends in demand in that sector in relation to supply and then linking it to the spatial transformation strategy – this is an area of improvement identified for all metros.

Generally in terms of the Baseline BEPP, most metros did not provide sufficient strategic information relating to economic development (Section B 3); informal settlements (Section B

4) or land development (Section C 3); and linkages to SIP 7 relating to spatial transformation (Section C 3).

The focus on land development was broad in the 2014/15 BEPP, and this year there is opportunity to refine and consolidate all land development initiatives (Section C 3). Land development means a number of activities or initiatives including land preparation (development planning (proper zonings) and approval processes, appropriate design and landscaping, servicing of land and proclamation etc.), land transactions (engaging with developers and private sector on land deals, land value capture etc.) and actual delivery/implementation of approved developments. This should include regulatory reforms such as the progress with the use of SPLUMA regulations that can prioritise Integration Zones as a statutory tool to guide land use management in terms of the intended results. It also includes the infrastructure finance required for development, and there will be a specific focus this year on adopting a value capture approach to land development.

In addition the BEPP this year should clearly indicate any planned infrastructure development that enables economic development, or any factors that inhibit the realisation of this infrastructure (Section B 2 and C4.4 – 4.7). This includes maintenance and repairs, not just the development of new infrastructure. The BEPP should also articulate development programmes and projects recognise the fundamental reality that socio economic development is embedded in the sustainability of the ecosystem, what the plan is to proactively deal with the reduction in carbon footprints, how to pursue the green agenda, adapt to alternative energy sources and general climate change mitigation measures (Section B 7).

3.2 Catalytic Urban Development Projects

Cities have begun to identify catalytic urban development projects in their 2014 BEPPs and are required to provide more detailed information on the planning and implementation of these projects this year. Various sectors and spheres in government are pursuing catalytic projects. For the purpose of the BEPP, the definition of catalytic urban development projects is land development initiatives that:-

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

The BEPP process will focus on catalytic urban development projects in respect of primary and secondary Precincts/Nodes/Hubs and transit oriented development (improving the alignment between Human Settlements and Public Transport).

a) Precinct Design and Management

The identification and planning of Urban Networks and Integration Zones were the key focus of the 2014/15 BEPP. This will continue to be refined and consolidated during 2014. The main focus for 2015/16 – 2017/18 will be on precinct planning – primarily the design of urban hubs and precinct management plans, as well as the identification of a project pipeline of catalytic urban development projects over the MTEF. Please refer to the website of the Neighbourhood Development Programme – <http://ndp.treasury.gov.za>

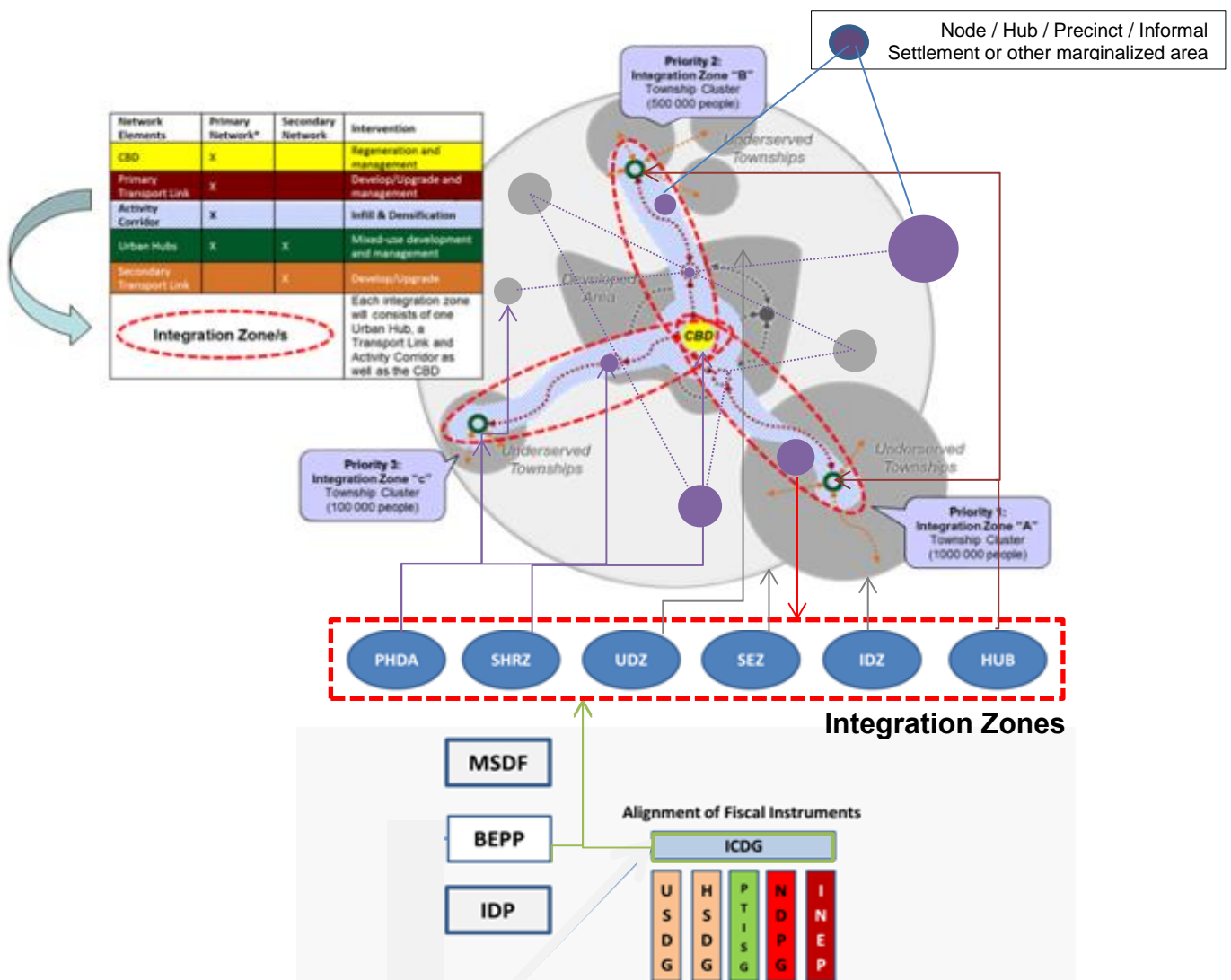
b) Transit Oriented Development

Residential development projects financed by public funds result in significant footprints on urban form and impact the cost of mobility of households, as well as the amount of time spent to access social and economic services and facilities. The MTSF 2014-2019 for Human Settlements acknowledges the need to transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and necessary infrastructure. This emphasis in strategic focus enables a better alignment of human settlements projects to the public investment in urban mobility that we have witnessed in our cities since 2007/8 resulting in the planning and/or implementation of Bus Rapid Transit (BRT) within the framework of the Integrated Transport Plan (ITP).

In September 2014 the national department of Human Settlements and the Housing Development Agency (HDA) set out a concept document on the National Human Settlements Master Spatial Plan. It is work in progress towards an Investment Framework based on a spatial targeting approach that defines “geographic areas and the definition of expected outcomes supported by fiscal programme” (page 4, Concept Document). This Investment Framework “will direct investment in places that optimise existing capacity of settlements before engaging in fiscally onerous settlement approaches by acknowledging existing localised spatial targeted areas for investment.” The application of this approach has resulted in metros being identified as “highest investment potential.”

The department of Human Settlements acknowledges the approach adopted by metros based on the spatial targeting approach that identified urban networks, Hubs/Nodes and Integration Zones at a sub-metropolitan level. The department also acknowledges that spatial planning and land use management is a municipal function. Thus the planning decision of the location of catalytic human settlements projects will remain with the metros and be guided by the process of project appraisal that will be a joint effort between metros, the department of Human settlements and National Treasury.

The expected outcome as stated in the Concept Document is the identification of potential human settlements projects that are catalytic projects (the principles and criteria for catalytic projects are already defined). These catalytic projects should be located within Integration Zones (as far as possible) to achieve maximum impact – this is depicted in abstract in the diagram below that includes informal settlements and other marginalised areas.



Urban Development projects in relation to Urban Networks and Integration Zones
(HDA and National Treasury, October 2014)

Metros are required to submit their Draft Business Plans for the NDPG, USDG, HSDG and PTIG as Annexures to the relevant sub-sections of Section B and D3 of the Draft BEPP, and their final Business Plans with the Approved BEPP. The Electricity Programme Plan (related to INEP grant expenditure) is to be provided as an Annexure to Section B 3 and D3 of the Draft and Final BEPP.

3.3 Upgrading of Informal Settlements and other marginalised areas

In addition to the focus on catalytic urban development projects within Integration Zones it is expected that there may be some human settlements projects including informal settlements upgrading projects that will fall outside of the Integration Zones. Some of these projects may not be “catalytic” in nature but will be necessary to address areas with high levels of poverty as part of the inclusion agenda.

The focus on informal settlements remains a key focus area in relation to the USDG and the relevant housing programmes of the HSDG. The upgrading and progressive development of these informal settlements has a spatial impact at a city-wide level. It addresses social inclusion, and if appropriately managed with a focus on supporting livelihood development and improving the human development index, it can also contribute to inclusionary growth. The content requirement for the BEPP from the national department of Human Settlements is for all metros to have comprehensive information on the strategy, plan and projects for informal projects, including the spatial location and the management of all informal settlements.

Metros are required to submit that part of their Multi Year Human Settlements Plan relating directly to the Upgrading of Informal Settlements – the strategy, plan and projects, including the sources of funding (both USDG and HSDG) as an annexure to the BEPP in Section C4.8.

4. SUPPORT FOR CATALYTIC URBAN DEVELOPMENT PROJECTS

Cities require support in project design, financing and procurement in order to fast track implementation. The support to cities will assist them to conceptualise and design a new generation of integrated land development projects including human settlements projects, through providing practical access to global best practices and hands on technical assistance at a project level. The support package includes the use of instruments such as the Project Preparation Facility (PPF); the Cities Infrastructure Delivery Management System (CIDMS); transaction advice to maximise public real estate value to finance catalytic urban development projects. The support package also includes technical support to all metro in respect of their Capacity Support Implementation Plan (CSIP) and on-going IGR support, as well as support from the HDA and national department of Human Settlements.

Technical assistance for project packaging includes general assistance to all metros in the form of a national seminar on transaction advice to maximise public real estate value to finance catalytic urban development projects. This technical assistance is aimed at acquiring practical knowledge on real estate market dynamics: an overview of the South African real estate market, the real estate development process, primary financing mechanisms for real estate projects, and opportunities for municipalities to leverage their respective portfolios. This seminar is planned for early November 2014. Thereafter selected cities will receive further direct support leading in to 2015.

While metro capital spending performance has improved, the quality-at-entry of capital projects is often weak. This leads to: (i) significant delays in project implementation; and (ii) reduced returns on investments arising from a lack of innovation in project design. Designing and packaging a catalytic project requires effective implementation as a critical success factor. Therefore National Treasury has established a PPF with the DBSA to support effective capital programme design by cities. Cities will seek partnerships for building capabilities. The PPF will be launched in November 2014.

Another form of support offered by National Treasury is the CIDMS. This instrument aims to deliver guidelines and an implementation strategy designed to assist cities to sustainably and visibly increase their spending on infrastructure delivery in support of enhanced cities' functioning and efficiencies, and therefore accelerated economic growth, as well as social upliftment and cohesion through the production of serviced land, housing and complimentary municipal public amenities. This initiative will establish a foundation for robust management of infrastructure across lifecycles and asset portfolios. The CIDMS is built on work done in the provincial sphere of government through the Infrastructure Development Improvement Programme (IDIP) and the Infrastructure Delivery and Management (IDM) toolkit developed as part of that programme, but tailored for the specific needs of cities, and with city involvement. CIDMS also provides clear guidelines on streamlining procurement processes that are specific to infrastructure which will differentiate from the usual goods and services procurement. This will specifically address the prevalent infrastructure procurement bottlenecks. In addition, this is critical in the cities as a number of catalytic urban development projects might necessitate further unpacking of SCM regulations and special procurement arrangements required to deal with such projects.

The identification, preparation, packaging and implementation of catalytic urban development projects requires sufficient time, skill, and political and financial backing.

5. GUIDELINES FOR BEPP PROCESS AND TIMEFRAMES, MEASUREMENT AND REPORTING

The Guidelines for the content of the BEPP 2015/16 – 2017/18 outlined in Section 3 and the support for catalytic urban development projects outlined in Section 4 operate within a process and timeframes that seek to align planning and co-ordination between the spheres of government to promote co-operative governance that results in effective city-level outcomes.

The BEPP process introduced in 2014 includes the intergovernmental platform (one day engagement including the ongoing process to resolve intergovernmental issues). This is intended as a mechanism to co-ordinate planning rather than meeting compliance requirements, but it should not detract from the importance of content. Cities have requested a more structured process with more frequent interactions based on the need of the city, which is a greater emphasis on the process rather than just the plan, and with National Treasury co-ordinating the process. Sector departments too have asked for more structured engagements more than once a year. As a result the activities or engagements as outlined in the diagram on the next page have been introduced.

Note that agreement has been reached between National Treasury and the Department of Cooperative Governance (DCOG) that the IDP and BEPP engagements will be done jointly on the day after the Mid-Year Budget Assessment in February 2015. IDP assessments are co-ordinated by provincial departments of Cooperative Governance with support from DCOG. Given that the BEPP is a temporary intervention put in place to fill an identified gap in the planning process, the benefit of conducting a joint assessment will be to ensure that metros look at strengthening the IDP process in order to fill these gaps beyond the BEPPs.

The department of Human Settlements and National Treasury have agreed on a joint process of identifying the catalytic urban development projects in consultation with metros starting October 2014 as part of the BEPP planning process. This would normally have been done during the period August to October as depicted on the time wheel in Section 4, but will happen in October 2014 to February 2015 for this cycle. This joint process of a sequenced approach to project identification, preparation and packaging will enable the clustering of projects within Integration Zones. The joint process is not just a decision making process, but one that offers technical support as outlined in the next sub-section of these Guidelines, and this will result in the development of a pipeline of catalytic urban development projects for the medium terms. The implementation of these catalytic urban development projects will be the game changers that will begin to achieve the results of spatial transformation as reflected in the built environment indicators developed during 2013-2014 and currently being refined.

Measurement and Reporting

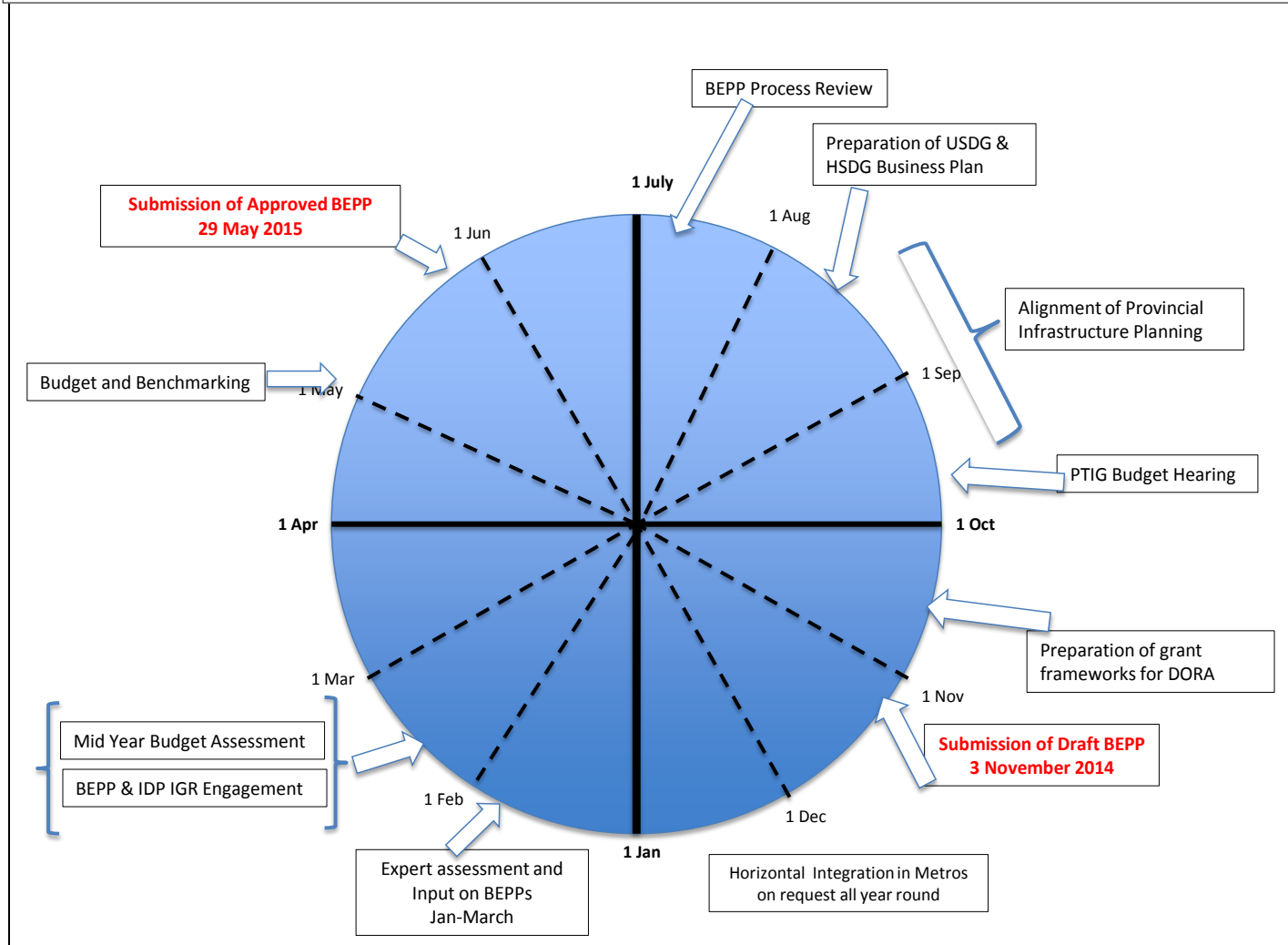
Section 71 Reports (due 10 days after the end of each month) and quarterly reporting against SDBIPS will be the primary reporting mechanism as per the Guidelines for the 2014/15 BEPPs. The incorporation of the urban transformation indicators into SDBIPs will start in 2015/16 as the project on the rationalisation of the indicators and reporting proceeds, and will focus on improving alignment with the SDBIP in the lead up to 2016/17. This phased and incremental approach to the adoption of the urban transformation indicators retains the approach of working within a results framework and is mindful of the potential risk of leading to audit queries if not adequately managed.

6. GUIDELINES FOR CONTENT AND FORMAT REQUIREMENTS

The BEPP of each participating municipality should contain the elements in the table below, and the BEPP should be as brief as possible given the strategic nature of the plan and the fact that it does not replace the IDP, MSDF, Budget or any other plan. The format of the BEPPs reflects the purpose of the BEPP, and details for the format appear at the end of this section in terms of the following broad sections of the plan:-

- A. Introduction
 - B. Strategic review of the Built Environment commencing with Concept Note
 - C. Strategies and Programmes
 - D. Outcomes and Outputs including Packaged Catalytic urban development projects
 - E. Institutional and Financial Arrangements
- Annexure A: Performance Matrix

BEPP PROCESS AND TIMELINES



2015/16 – 2017/18 BEPP CONTENT AND FORMAT

Ref.	Section	Ref.	Sub-section	Key content requirements
A	Introduction	A 1	Background	A list of the documents and references used in compiling the BEPP
		A 2		A statement confirming the adoption of the BEPP by the municipal council
B	Strategic Review of the Built Environment	B 1	Current performance of the built environment	This section outlines the main focus and objectives of the BEPP. The Strategic Review must summarise and quantify major trends and pressures in the built environment sectors, the identified catalytic urban development projects and identify impediments to growth and development and their implications explicitly in relation to implementation of the catalytic urban development projects and spatial development
		B 2	Trends and Demand for Economic Infrastructure	The requirement for faster and more inclusive economic growth with a focus on more efficient and competitive infrastructure that promotes productive growth and results in job creation (rather than consumption only). Highlight impediments to development of economic infrastructure.
		B 3	Trends and Demand for Basic Infrastructure	Current capacity of major infrastructure services indicated spatially.
				Demand projections for each major service, including currently unmet demand (backlogs) and future growth requirements. Asset condition and maintenance requirements, including demands for refurbishment or replacement of assets, by major service and location
B 4	Trends and Demand for Residential Infrastructure	The demand for: <ul style="list-style-type: none"> • Housing by income group, location and cost (including property market developments and unmet demand) with specific focus on densification requirements, affordable or gap market needs, rental market (formal rental/social housing; informal rental such as additional dwelling on individually owned single stands); • The management and upgrading of informal settlements; • The management/prevention of illegal occupation of land and buildings; and • Emergency housing for household living in life threatening conditions and or who are faced with eminent eviction. Strategy to have better located housing development for the poor in relation to:- <ul style="list-style-type: none"> • Densification • Access to urban opportunities • Integration with Public Transport.(within 500m of public transport route/stop) 		

Ref.	Section	Ref.	Sub-section	Key content requirements
		B 5	Trends and Demand for Community and Social Infrastructure	Quantifying backlogs and future demand in relation to commitments secured by relevant provincial / national departments or entities. Include agreement reached with Provincial Government on part of Provincial Infrastructure Plan that impacts metro (done with IGR assistance from the CSP).
		B 6	Trends and Demand for Transportation	Trends in demand for transport services by mode and income group; average trip lengths (time, distance, cost, reliability, safety).
		B 7	Trends and Demand for Sustainable development	How the natural/green infrastructure supports and constraints urban growth and development; procedures, standards and performance. Please make reference to the National Sustainable Development Strategy.
		B 8	Impact of sector trends and demands on spatial form	The sector trends and demands outlined above will indicate the extent of convergence or divergence in relation to shaping the built environment. In other words whether the trends contribute to a more sprawling or compact city form given the extent to which there is integration between economic and social development, supported by transport and natural systems. Highlight development tensions or competing demands.
C	Strategies and Programmes	C 1	Long term vision	A description of the long term vision of the metro in relation to the newly developed Built Environment Indicators at the city-wide level.
		C 2	The spatial development strategy of the municipality	The Metro Spatial Development Strategy in relation to the envisioned performance of the built environment (informed by the newly developed Built Environment Indicators) at the city-wide level; as well as the expected impact of catalytic urban development projects. That is the strategy for the functional integration of economic and social infrastructure supported by transport, housing, related community infrastructure and ecological infrastructure.
				An overview of area-based management initiatives including strategic projects of the municipality (city-wide or that which falls outside of Integration Zones). Provide a specific focus on informal settlements and other marginalised areas.
				Co-ordination and alignment with SIPs where relevant at the city-wide level.
C 3		Land release and development strategy at the city-wide level.		

Ref.	Section	Ref.	Sub-section	Key content requirements
		C 4.1	Identification of Urban Network, Integration Zones and Hubs/Nodes	Refinement , enhancement and consolidation of the identification, description, prioritisation and phasing of the integration zone(s) in the municipality, including their geographical boundaries, taking the rationale for their identification and prioritisation from the metros Urban Network element identification process ⁵ and the Urban Networks Strategy (with its associated spatial, economic and developmental objectives).
		C 4.2	Precinct Planning and Management	Details of proposed or completed adjustments since 2013/14 to the determination of spatial targeting instruments (PHDAs, SHRZs, UDZs, IDZs, SEZs, etc.) applicable to each Integration Zone
		C 4.3		Details adjustments since 2013/14 to Spatial Development Frameworks and Land Use Management System, and where relevant By-Laws and Regulations applicable to each Integration Zone
		C4.4	Preparation of Catalytic urban development projects within Integration Zones	Details of the identification of catalytic urban development projects or programmes by prioritised Integration Zone illustrating the intervention, sequencing, budget allocation and funding source. Each catalytic project or programme must be identified with a network element i.e. <ul style="list-style-type: none"> • CBD • Urban Hub/Node • Transport Link and Activity Corridor
		C 4.5		Developmental strategies for each Integration Zone, including core objectives and instruments.
		C 4.6		Details of institutional arrangements required to ensure the sustainability of interventions applicable to each Integration Zone
		C 4.7		Proposed time frames for the preparation and execution of catalytic urban development projects and programmes.

⁵This process is explained in more detail within the Guidance Notes on Urban Network Identification and Urban Network Plan. Refer to the NDP Website for more information

Ref.	Section	Ref.	Sub-section	Key content requirements
D	Outcomes and outputs	D 1	The anticipated outcomes and outputs of municipal investment in the built environment, including:	This section should provide summary information only. Detailed information should be provided in a table in Annexure A
		D 2		High level development objectives and desired outcomes that is city-wide outcome and impact
		D 3		Sector development outcomes and outputs, including business plans for USDG, HSDG, NDPG, PTIG, and Electrification Programme Plan that indicates use of INEP grant.
		D 4		Outcomes and Impact for each Integration Zone
E	Institutional and financial arrangements	E 1	A description of the institutional arrangements required to give effect to the investment programme	Organisational arrangements for integrated planning (functional integration of key sectors: economic, social facilities, basic services, housing, transport, and natural systems)
		E 2		capital programme management
		E 3		Supply chain management and procurement plan
		E 4		Partnerships
		E 5	A summary of financial allocations in the MTREF to support the spatial development strategy	The value of programmes and projects by sector
		E 6		The value of programmes and projects per integration zone
				The value of each catalytic project or programme must be identified with a network element i.e. <ul style="list-style-type: none"> • CBD • Urban Hub: • Transport Link and Activity Corridor
		E 7		Non-infrastructure related interventions in integration zones
		E 8	Application of grant allocations, including:	Allocations by programme
E 9	The application of grant resources by grant programme and municipal project			
	Annexure A: Performance Matrix		A detailed matrix of built environment performance indicators, with baselines and target values, as developed in 2015/16	