A CRITICAL ANALYSIS OF WORKING PARTNERSHIPS AIMED AT INCREASING THE QUALITY OF LIFE FOR ALL POPULATION GROUPS WITH SPECIAL REFERENCE TO URBAN AND RURAL DEVELOPMENT IN THE WESTERN CAPE PROVINCE

by

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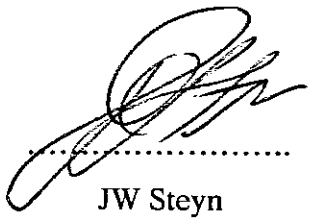
FEBRUARY 2007

DECLARATION

I, the undersigned, hereby declare that this dissertation is my own original work, that all sources used or quoted have been cited and acknowledged by means of complete references and that this dissertation was not previously submitted by me or any other person at any other university for any degree.



JW Steyn

12/02/2007

Date

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I dedicate this work to my parents, Frans and Hannetjie, for their unwavering trust, support and motivation during my years of study.

My sincere gratitude to Professor Bayat and Doctor Ferreira for their inspiration, guidance and patience, Doctor Frans Cilliers and Ms Corrie Strümpfer (statisticians) and Ms Shamila Sulayman (language editor).

ABSTRACT

This thesis explores, **inter alia**, initiatives, proposals, directives, programmes and projects aimed at increasing quality of life for all population groups via rural and urban developments in the Western Cape province.

The study traces the roots of philosophy in the social sciences, provides a philosophical basis for public management and development, before proceeding to a discussion of relevant legislative- and structural frameworks for development in the Western Cape province. These are followed by an exposition of rural and urban development programmes in the province, within the nodal areas selected for this study.

In addition to the above aspects, the research report identifies and explains elements of model theory, discusses a number of applicable models, as well as presenting an adapted normative, input-output transformational systems model for change, with a feedback mechanism, in terms of which given dysfunctionalities can be transformed to higher degrees of functionality in order to achieve, maintain and enhance the general welfare of society with specific reference to current problematic rural and urban developmental issues.

As part of the recommendations, a number of methods are suggested in the study whereby rural and urban development in the Western Cape province can be improved and which could be universally applicable, particularly in the rest of South Africa.

The results of the research show the need for practising constitutionally-based political, legislative, executive and administrative accountability with a developmental approach by all relevant role players and participants in the policy-making and implementation processes.

The **raison de etre** of the developmental approach is explained, supported by a number of recommendations aimed at bringing about a higher degree of development in the nodal areas selected for this study.

The recommendations mentioned above include the following:

- The ISRDP and URP should focus on the necessity of practising sound political accountability through a developmental government approach;
- The ISRDP and URP should be set to ensure the best possible approaches and methodologies for the integration and co-ordination of government programmes, which would benefit previously disadvantaged rural and urban communities;
- Effective political championship should facilitate the achievement of inter-sectoral and inter-sphere planning, budgeting, implementation and co-operation;
- There is a need to design, cost, programme, recommend and monitor integrated projects;
- Institutional arrangements for integrated development is necessary to sustain delivery until 2010;
- The compilation of a strategy for political involvement and to ensure the sustained involvement of the political champions, would be essential in order for them to effectively support the three nodes in the Western Cape;
- The integration of existing institutions, such as planning, management and funding of government, will respond more effectively and efficiently to the needs of the disadvantaged communities;
- It is expected that the implementation of the ISRDP and URP will increase efficiency in the application of public funds and create appropriate outputs in places where they are most needed;
- A national urban renewal policy framework should be developed as part of a broader South African urban policy framework;
- Positive policy linkages between the Urban Renewal and Integrated Sustainable Rural Development Programmes should be established;
- The deployment of scarce technical and professional management skills to the Nodes is essential;
- Investment in the nodes has an appreciable impact;

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- Investment in the nodes has an appreciable impact;

- The ISRDP and URP nodal business plans have not yet become effective "working documents";
- The ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach;
- Communities should be viewed as the generator and sustainer of development and not as a target for development;
- The government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development;
- The huge administrative imperatives for reports, analyses, workshops and presentations may require departments to devote more human resources to reporting and administration than to achieving delivery;
- The successful implementation of the ISRDP and URP are centered around the driving force and commitment of officials and politicians;
- The co-ordination function regarding the ISRDP and URP should be within the same Department on a provincial level;
- The provincial frameworks should be used as the guideline for future implementation of the ISRDP and URP;
- The nodal municipalities do not take full ownership for the implementation of the ISRDP and URP; and
- The substantial grant allocation for local infrastructural development will place a financial burden, on Nodal Municipalities in terms of maintenance.

The research report is concluded with a number of relevant remarks, which represent an encapsulation of the work that was done in producing the final document.

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LIST OF ABBREVIATIONS

ABET	-	Adult Basic Education and Training
ASPA	-	American Society for Public Administration
AU	-	African Union
CA	-	Constitutional Assembly
CAG	-	Comparative Administration Group
CBD	-	Central Business District
CBO	-	Community Based Organisation
CCTV	-	Close Circit Television
CDI	-	City Development Index
CDW	-	Community Development Worker
CIT	-	Co-ordination and Implementation Task Team
CLO	-	Cluster Liaison Officer
CMIP	-	Consolidated Municipal Infrastructure Programme
CRS	-	Cape Renewal Strategy
CSIR	-	Council for Scientific and Industrial Research
DAC	-	Development Assistance Committee
DAF	-	District Advisory Forum
DBSA	-	Development Bank of Southern Africa
DEAT	-	Department of Environmental Affairs and Tourism
DFA	-	Development Facilitation Act
DFID	-	Department for International Development (United Kingdom)
DLA	-	Department of Land Affairs
DoRA	-	Division of Revenue Act
DPLG	-	Department of Provincial and Local Government
EDU	-	Economic Development Unit
EMF	-	Environmental Management Framework
EPWP	-	Expanded Public Works Programme
FOSAD	-	Forum for South African Directors-General

G & A	-	Governance and Administration
GNI	-	Gross National Income
HCDS	-	Human Capital Development Strategy
HDI	-	Human Development Index
HIPC	-	Heavily Indebted Poor Countries
HOD	-	Head of Department
HSIC	-	Heads of State and Government Implementation Committee
HSL	-	Household Subsistence Level
HSRC	-	Human Sciences Research Council
HSRP	-	Human Settlement Redevelopment Programme
ICT	-	Information, Communication and Technology
IDCC	-	Integrated Development Co-ordination Committee
IDP	-	Integrated Development Plan
IDT	-	Independent Development Trust
IGR	-	Intergovernmental Relations
I M E & R	-	Information, Monitoring, Evaluation and Reporting
IMF	-	International Monetary Fund
IRDP	-	Integrated Rural Development Programme
IRPS	-	International Relations, Peace and Security
iSLP	-	Integrated Serviced Land Project
ISRDP	-	Integrated Sustainable Rural Development Programme
ISRDPTT	-	Integrated Sustainable Rural Development Programme Task Team
ISRDS	-	Integrated Sustainable Rural Development Strategy
IT	-	Information Technology
ITSS	-	Intergovernmental Technical Support Structure
JCPS	-	Justice, Crime Prevention and Security
KDF	-	Khayelitsha Development Forum
KfW	-	Kreditanstalt fur Wiederaufbau
KMO's	-	Key Measurable Objectives
LDC's	-	Least Developed Countries
LED	-	Local Economic Development
LGES	-	Local Government Equitable Share
LLDC's	-	Landlocked Developing Countries

MDG	-	Millennium Development Goals
MEC	-	Member of Executive Council
MEDS	-	Micro-Economic Development Strategy
MIF	-	Metro Intergovernmental Forum
MIG	-	Municipal Infrastructure Grant
MISS	-	Minimum Information Security Standards
MPCC	-	Multi-Purpose Community Centre
MPDF	-	Mitchell's Plain Development Forum
MTEC	-	Medium Term Expenditure Committee
MTEF	-	Medium Term Expenditure Framework
NDA	-	National Development Agency
NDT	-	Nodal Delivery Team
NEPAD	-	New Partnership for Africa's Development
NGO	-	Non-Governmental Organisation
NPAI	-	New Public Management Initiative
NPM	-	New Public Management
NSDP	-	National Spatial Development Perspective
OAU	-	Organisation of African Unity
ODA	-	Official Development Assistance
PC	-	Project Consolidate
PCC	-	Presidents Co-ordinating Council
PCF	-	Premiers Co-ordinating Forum
PDC	-	Provincial Development Council
PDD	-	Programme Design Document
PDP	-	Precinct Development Plan
PFPMP	-	Planning, Financing and Performance Management Protocol
PGDS	-	Provincial Growth and Development Strategy
PGWC	-	Provincial Government of the Western Cape
PIDT	-	Provincial Integrated Development Team
PIDTT	-	Provincial Interdepartmental Task Team
PIF	-	Premier's Intergovernmental Forum
PIMS	-	Planning, Information and Management Support
PoA	-	Programme of Action
PPT	-	Programme Planning Teams

PSDF	-	Provincial Spatial Development Framework
PTM	-	Provincial Top Management
RDF	-	Rural Development Framework
RDP	-	Reconstruction and Development Programme
RDS	-	Rural Development Strategy
RED	-	Real Enterprise Development
SACN	-	South African Cities Network
SAFA	-	South African Football Association
SALGA	-	South African Local Government Association
SAPS	-	South African Police Service
SARS	-	South African Revenue Service
SCC	-	Sector Co-ordination Committee
SCFS	-	Social Capital Formation Strategy
SDF	-	Spatial Development Framework
SGIID	-	Spatial Guidelines for Infrastructure Investment and Development
SIDS	-	Small Island Developing States
SIP	-	Strategic Infrastructure Plan
SIPPs	-	Special Integrated Presidential Projects
SMME	-	Small, Medium and Macro Enterprises
SMS	-	Senior Management Service
SoNA	-	State of the Nation Address
SoPA	-	State of the Province Address
SSC	-	Social Sector Cluster
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
UDF	-	Urban Development Framework
UN	-	United Nations
URF	-	Urban Renewal Forum
URP	-	Urban Renewal Programme
URS	-	Urban Renewal Strategy
US	-	United States
UYF	-	Umsobomvu Youth Fund
VPUU	-	Violent Prevention through Urban Upgrading
Wesgro	-	The Western Cape Trade and Investment Promotion Agency

CHAPTER ONE
INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

In October 2000 the national Cabinet approved both the Integrated Sustainable Rural Development Strategy (ISRDS) and the Urban Renewal Strategy (URS), as rural and urban renewal initiatives were driven by various institutions in a diverse and unco-ordinated fashion until then. On 9 February 2001, the President of South Africa, during his State of the Nation Address (SONA) in Cape Town, identified 21 ***poverty nodes***, 13 in rural areas and eight in urban areas in the nine provinces of the Republic of South Africa, which needed urgent intervention. In the Western Cape, the Central Karoo was proclaimed as one of the 13 rural nodes, whilst Khayelitsha and Mitchell's Plain were identified as two of the eight urban nodes. With the implementation of the projects during December 2001 / January 2002 both the ISRDS and the URS became programmes. The Integrated Sustainable Rural Development Programme (ISRDP) and Urban Renewal Programme (URP) were created to assist in addressing issues such as poverty, underdevelopment, social cohesion and equity in these pilot nodes *(http://www.anc.org.za/ancdocs/history/mbeki/2001/tm0209.html; South Africa, 2004: 1)*.

There are already numerous other government programmes and investments implemented in these nodes, for example, the Consolidated Municipal Infrastructure Programme (CMIP) of the national Department of Provincial and Local Government (DPLG), the Human Settlement Redevelopment Fund (HSRF) of the national Department of Housing. What differentiates the ISRDP and URP from them are that these two programmes were created ***to learn from the way in which government has***

been managing development since 1994 and to try "doing things differently" and more effectively (in contrast to the situation prior to 1994) *(Silimela, 2003: 64)*.

In order to initiate both the ISRDP and URP, key developmental issues in the 21 pilot nodes were identified with a particular focus on the softer, human aspects of development. ***Anchor projects*** were then identified by all stakeholders (Nodal Municipalities, National and Provincial Departments, as well as parastatals) to initiate these 10 year programmes *(South Africa, 2000: 1)*.

Another example of how these two programmes "do things differently", is the manner in which appointments of both ***political and technical champions***, across all three spheres of government (national, provincial and local government), are made *(South Africa, 2004: 3)*.

This chapter provides the reader with an insight into the problem statement, with concomitant sub-problems, the key questions to be answered, the objectives or goals of the research, the hypothesis to the key questions, the delimitation of the research, as well as a superficial overview of the research methodology that was used during the research process.

1.2 PROBLEM STATEMENT AND SUB-PROBLEMS

The phenomenon, which was studied in the research, was to explore the perception that working partnerships are aimed at increasing the quality of life for all population groups applicable to urban and rural development in the Western Cape.

The problem statement focuses mainly on the necessity of practising sound political accountability through a developmental government approach. Conclusions could entail that the ISRDP and URP are created to ensure that the best possible approaches and methodologies for integration and co-ordination of government programmes are for the benefit of previously disadvantaged rural and urban communities. The principles of effective political championship and the facilitation and achievement of inter-sectoral and inter-sphere planning, budgeting, implementation and co-operation processes are explored.

Furthermore, the need to design, cost, programme, recommend and monitor integrated projects; and to test and make recommendations on institutional arrangements for integrated development will be necessary to sustain delivery until 2010.

1.3 KEY QUESTIONS PERTAINING TO THE RESEARCH

The research aims to answer the following questions:

- Why is it necessary to practise sound political accountability through a developmental government approach?
- To which extent does the best possible approaches and methodologies for integration and co-ordination of government programmes benefit previously disadvantaged rural and urban communities?
- How are the ISRDP and URP creating an environment of sustainable socio-economic development in the fight against poverty?
- Why is the ISRDP and URP process "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach?
- To which extent should communities be viewed as the generator and sustainer of development and not as the target of development?
- To which extent does effective political championship facilitate the achievement of inter-sphere and inter-sectoral planning, budgeting, implementation and co-operation?
- Can the compilation of a strategy for political involvement ensure the sustained involvement of the political champions that would be essential in order for them to effectively support the three nodes in the Western Cape?
- Why is the government not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development?;
- Why is it necessary to design, cost, programme, recommend and monitor integrated projects, test them and make recommendations on institutional arrangements for the implementation of integrated development in order to sustain delivery until 2010? and
- Can the development of a normative model, be presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures into functional entities?

1.4 HYPOTHESIS

The inception of the ISRDP and the URP ushered in a new era of developmental government in South Africa. This meant the ambitious, yet challenging, task of integrating the existing institutions, planning, management and funding of the three spheres of government in order to respond more effectively and efficiently to the needs of disadvantaged communities. Since the inception of the programmes in 2001, political champions at the national, provincial and local government spheres were appointed to service the 13 rural and eight urban nodes *(South Africa, 2004: 3)*. These political champions are intended to reflect the embodiment of the ISRDP and URP. Their primary mandate is the promotion of the vision and mission of the programmes, as well as the removal of blockages or impediments to the successful implementation of the programmes *(Urban News 1 (1), 2004: 2)*. Over the past five years, there have been several political champion's meetings and imbizo's, which were held in the Western Cape.

It is expected that the implementation of these programmes will increase efficiency in the application of public funds and will create appropriate outputs in areas where these interventions are most needed.

1.5 STATEMENT OF THE RESEARCH OBJECTIVE AND THE RESEARCH GOALS

The main aim of this research project is to design a normative model, which could be presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures into functional entities.

The main objectives of this research are to:

- Focus on the necessity of practising sound political accountability through a developmental government approach;
- Ensure that the best possible approaches and methodologies, for the integration and co-ordination of government programmes for the benefit of previously disadvantaged rural and urban communities, are developed;
- Create an environment of sustainable socio-economic development through the ISRDP and URP in the fight against poverty;

- Illustrate that the ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach;
- Ensure that communities should be viewed as the generator and sustainer of development and not as the target of development;
- Illustrate how effective political championship will facilitate the achievement of inter-sphere and inter-sectoral planning, budgeting, implementation and co-operation;
- Compile a strategy for political involvement and ensure the sustained involvement of the Political Champions that would be essential in order for them to effectively support the three nodes in the Western Cape;
- Illustrate that government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development;
- Design, cost, programme, recommend and monitor integrated projects in order to test them and to make recommendations on institutional arrangements for implementation of an integrated developmental approach in order to sustain delivery until 2010; and
- Develop a normative model, which could be presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures into functional entities.

1.6 DELIMITATION OF THE RESEARCH

This study is limited to the Central Karoo, Khayelitsha and Mitchell's Plain Presidential Nodes in the Western Cape and will mainly explore perceptions of working partnerships, which are aimed at increasing the quality of life for all population groups applicable to urban and rural development in the Western Cape.

Firstly, a case study of the Central Karoo Node will be undertaken to indicate why this specific poor, rural and rather underdeveloped area of South Africa has succeeded to implement the ISRDP successfully and, as a Category C Municipality, has set the benchmark for rural development for the rest of the country. Furthermore, that the successes of this programme in the Central Karoo Node can be attributed to the sound co-operation between the Nodal point, the provincial government of the Western Cape (PGWC), the Independent Development Trust (IDT) and the National Department of

Provincial and Local Government (DPLG), as well as between the municipalities in this region.

Secondly, a case study of the Khayelitsha and Mitchell's Plain Nodes will be undertaken to ascertain why the implementation of the URP in the Western Cape had had a slow start. How, through vigorous political intervention during 2003, instituted by the national and provincial government, by re-directing and stimulating the programme and with the enhancement of the involvement of the nodal communities, impetus was given to improve the programme. These case studies are regarded as representative of the two programmes, which clarify the concepts.

1.7 RESEARCH METHODOLOGY

The nature of this study has necessitated the researcher to provide a superficial overview of the research methodology (research design) that was used during the research process.

This section, as well as Chapter Eight, is divided into sub-sections comprising the literature search, the empirical survey, statistical analysis, interpretation of findings, articulation of findings and, in the case of this research project, design and proposal of a normative model to address the problem(s) posed in section 1.2. A number of recommendations are made whereby the identified and described problem can be addressed, reduced or eliminated completely. The latter actions, namely the normative model and the recommendations, represent additions that were made by the researcher to the existing body of knowledge on the research topic. The literature search is briefly explained below, though a more comprehensive version is forthcoming in Chapter Eight, which deals with the research design of the research study.

1.7.1 LITERATURE SEARCH

A study of relevant books, journal articles, academic papers, official reports, government policy, such as legislation and subordinate legislation, minutes of meetings and workshops, official publications and other policy documents, newspaper articles, unpublished research, other applicable published and unpublished material and the internet, comprises the literature.

A literature search was undertaken by the researcher to gain an understanding of the existing literature on the research topic and represents data stream one.

1.7.1.1 Extracting relevant and particular normative criteria from the literature pertaining to the stated research problem

This step focuses and concretises the essence of what was found in the literature in a coherent and comprehensive description of selected normative criteria, as found in the literature. Such normative criteria are extracted from the literature, which indicates knowledge and understanding on the part of the researcher of the research topic, the research problem and other relevant matters.

1.7.2 EMPIRICAL SURVEY

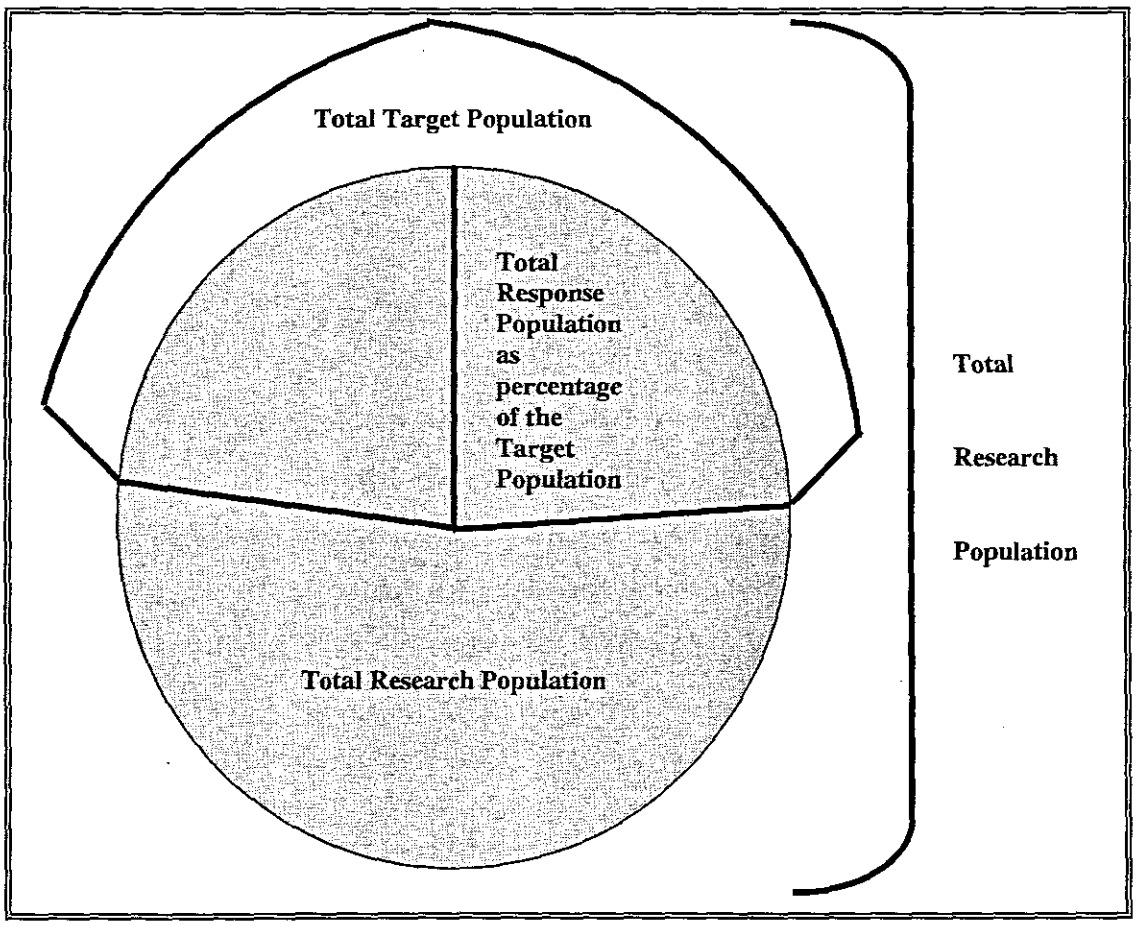
The word "empirical" means "guided by logical experience" *(Babbie, 1992: 430)*. An empirical survey constitutes a second data stream in a research project (data stream two). A research project is augmented by an empirical survey of a representative sample from a given research population, where the practical area, which pertains to the research, is investigated by various means of data collection, for example, a questionnaire.

1.7.2.1 Description of the research population

The research population is categorised into three components (***See Figure 1.1***), namely:

- Description of the **total** possible research population;
- Identification of the **target** research population, which, in collaboration with the supervisor and statistician, can be a pre-determined percentage of a scientifically acceptable representative sample of the **total** research population mentioned above; and
- A statement to the effect that a final **response** population figure was decided on in collaboration with the supervisor and the statistician, which, at the time, represented a given percentage of the **target** population, whose responses were the subject of the statistical analysis.

Figure 1.1: The research population categorised into three components



An empirical survey was conducted among the **target** population in the form of a self-administered questionnaire, which consists of dependent and independent variables, structured in a quantitative and qualitative research approach (representing a closed and open-ended format, respectively) and predetermined in collaboration with a registered statistician.

The theory of questionnaire design will be explained, as well as basic concepts, which pertain to the researcher's approach towards the research, such as the ethics of research and the element of bias.

1.7.3 STATISTICAL ANALYSIS

Appropriate response percentages were determined in collaboration with a registered statistician by determining relative values from the empirical data and transferring such values in a codified format to a computer database. The data, which was

analysed, was interpreted by utilising selected statistical methods and analytical instruments. A description of the analysis methodology design is provided in Chapter Eight, which deals with research design. In the case of a quantitative survey approach, the relevant numerical evaluation scale (for example, Likert and / or Thurston scales), should be fully described. In the case of a qualitative approach being followed, the methods of determining analysable trends in the responses, should be fully described.

1.7.4 EXPRESSION AND INTERPRETATION OF THE FINDINGS

After receiving the statistical analysis of the empirical data from the registered statistician, the results were interpreted meaningfully by the researcher and the findings, in terms of the various analytical instruments were expressed and described by the researcher by way of tables, graphs and figures, which was followed by a brief textual explanation of each and every analysis event. A brief reference to the various statistical analysis instruments envisaged is provided in Chapter One. In Chapter Eight, which deals with research design, figures, tables and graphs are used to clarify descriptions of the findings.

1.7.5 CONSTRUCTION OF A NORMATIVE MODEL

Following the literature study and the empirical survey, the combination of the two data streams was represented in respect of data stream one as the normative criteria that was extracted from the literature study and, in respect of data stream two, the findings of the statistical analysis of the empirical survey, a normative model was constructed and presented to address the problem statement pertaining to the research topic, as reflected in the title. Chapter Nine entails a detailed description of model construction theory, as well as the design and proposal of an appropriate model for the stated purpose. A number of recommendations, which emanated from the normative criteria, which was extracted from the literature (data stream one), the empirical survey (data stream two) and the normative model, are comprehensively described in point form.

1.8 CLARIFICATION OF CONCEPTS

In order to ensure consistency in the theoretical concepts applied in this study, it is necessary to define key concepts. The definitions are provided in the paragraphs that follow.

1.8.1 CLUSTERS

The integration of government systems and services is a major priority for the South African government. In 1999, the Cabinet established six committees (economic sector; investment and employment; justice, crime prevention and security; social sector; governance and administration; and international relations, peace and security), which clustered the work of Cabinet and became the locus of policy debates prior to the submission of memoranda to Cabinet. At the level of Directors-general, similar clusters were established, which promote programme integration at national and provincial level *(http://www.thepresidency.gov.za)*.

1.8.2 COMMUNITY DEVELOPMENT

Community development is about placing individuals at the centre of the development process and helping them to realise their potential. It acknowledges that the best solution to a problem comes from the individuals within communities who experience challenges.... Community development emphasises people's participation, fosters self-reliance and "bottom-up" problem solving. This approach is based on the principle that, through raising awareness, individuals within a community will become motivated to take control and solve their own problems. Once motivated, individuals can develop skills so that they are able to build a collective community response to an issue... In the final analysis, the implementation of Community Development should result in empowered people, a deepening and strengthening of democracy, restored dignity of people, good governance and responsible citizens *(South Africa, 2004: 6 - 7)*.

1.8.3 CO-OPERATIVE GOVERNMENT

Co-operative government will lead national, provincial and local spheres of government on a road towards truly integrated governance. Co-operative government assumes the integrity of each sphere of government. But it also recognises the complex nature of government in modern society *(South Africa, 1998: 37)*.

1.8.4 DEVELOPMENTAL LOCAL GOVERNMENT

Developmental Local Government is local government, which is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and to improve the quality of their lives *(South Africa, 1998: 17; PGWC, 2004: 9)*.

1.8.5 DEVELOPMENTAL PARTNERSHIPS (MUNICIPAL-COMMUNITY PARTNERSHIPS)

The facilitation of municipal-community partnership processes means:

- Ensuring that sustainable local economic development initiatives and municipal-community-partnerships are implemented through activities that include facilitating municipal-community partnerships and Local Economic Development (LED) processes, as well as supporting small, medium and micro-partnerships;
- Undertaking targeted participatory poverty assessment and sustainable livelihoods research;
- Ensuring that municipal-community partnerships, which are facilitated and advocated, are recognised and replicated by other relevant stakeholders. This implies information dissemination and lessons learnt from practice to tertiary learning institutions; and
- Ensuring that participatory monitoring and evaluation and reporting systems are adopted by participating partners through the facilitation of project monitoring and learning *(Foundation for Contemporary Research, 2004: 6 – 7)*.

1.8.6 HUMAN DEVELOPMENT INDICES

Human development indices provide information about the well-being of groups of people. For example, the level of literacy or infant mortality in a community provides a measure of the well-being of that community *(South Africa, 1998: 160)*.

1.8.7 IKAPA ELIHLUMAYO

"Elihlumayo" means growth for the Western Cape Province in a holistic sense. It follows that harmonious growth should be perceived as growth in all sectors and regions, benefiting the poorest to the richest. The symbiotic interpretation of the word

should also be emphasised. "iKapa elihlumayo" directs our efforts to a holistic approach where all take up the challenge to see the Province grow, to the best benefit of its people, both individually and collectively. The ultimate challenge is thus for all to do their best so that we can all grow together, even if progress brings with it obstacles before we reach our desires. iKapa is, therefore, the vision of Dignity, Equity and Prosperity for all the people of the Western Cape. Just as the Winter rains bring growth and new strength to all plants in the Western Cape before Spring emerges, whether it is the wheat to be harvested to feed a nation, the indigenous flora of the Province, or even the unwanted wild plants that also prosper from nature's unconditional abundance, so iKapa Elihlumayo will bring prosperity to the Province. This vision has been translated into an eight-point strategy that will guide government and its social partners over the next 10 years to 2014 *(PGWC, 2004: 1)*.

1.8.8 IMBIZO

The Imbizo is an adaptation of traditional forums at which political leaders meet with and consult communities on pressing matters and are increasingly important consultative events in the political calendar. They involve leadership of all spheres of government and the President has placed great emphasis on the importance of the Imbizo as a consultative methodology to strengthen implementation capacity.

This institution of popular participation plays a critical role in providing a platform for the voice of the people to be heard. It also promotes accountability by ensuring broader involvement of elected representatives. The Imbizo deepens democracy by ensuring that community meetings and report back sessions inform the Imbizo process and broader policy formulation. Communities are also positive about the Imbizo, but post-Imbizo research shows that communities need immediate feedback on the issues they have raised *(Service Delivery Review 4 (1), 2005: 15)*.

1.8.9 INTERGOVERNMENTAL RELATIONS

Intergovernmental relations means relationships that arise between different governments or between organs of state from different governments in the conduct of their affairs *(South Africa, 2005: 8)*.

1.8.10 INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME

The vision of the ISRDS is to "attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development". The strategic intent of the ISRDS is to transform rural South Africa into an economically viable and socially stable and harmonious sector that makes a significant contribution to the nation's GDP. The strategy will benefit the rural poor generally, but particular efforts will be made to target women, youth and the disabled. A successful strategy to achieve integrated sustainable rural development will reflect each of its three key elements: i.e., integrated, sustainable and rural development *(South Africa, 2000: 22)*.

1.8.11 INTEGRATION

Integration refers to the specifically defined roles played by each sphere of government, with the primary locus of integration located at a municipal level through the IDP process. Integration also refers to the 'basket of services' that provides a multiple response to multiple local needs and priorities *(South Africa, 2000: 23; South Africa, 2004: 10)*.

1.8.12 MATRIX MANAGEMENT

A matrix is a network of interfaces between teams and the functional elements of an organisation, which requires multi-disciplinary co-operation. Matrix management means:

- An organisational design based on processes which add value, rather than functions or departments that may become process-obsessed;
- A structure which is capable of bringing focus to the management;
- The use of management across and diagonally can be reduced as core processes are performed more efficiently and effectively; and
- Greater professional development opportunities afforded by interaction with other disciplines *(http://www.strategicfutures.com)*.

1.8.13 POLITICAL CHAMPIONS

Since the inception of the Integrated Sustainable Rural Development Programme (ISRDP) and the Urban Renewal Programme (URP) in 2001, political champions at the national, provincial and local government spheres were appointed to service the thirteen (13) rural and eight (8) urban nodes *(South Africa, 2004: 3)*. These political champions are intended to reflect the embodiment of the ISRDP and the URP initiatives. Their primary mandate is the promotion of the vision and mission of the programmes, as well as to remove blockages or impediments to the successful implementation of the programmes *(Urban News 1 (1), 2004: 2)*.

1.8.14 RURAL DEVELOPMENT

Rural development is multi-dimensional, encompassing improved provision of services, enhanced opportunities for income generation and local economic development, improved infrastructure, social cohesion and physical security within rural communities, active representation in local political processes and effective provision for the vulnerable. This is broader than poverty alleviation through social programmes and transfers and emphasises change in rural environments to enable poor people to earn more, invest in themselves and their communities and contribute toward maintenance of the infrastructure that is key to their livelihoods - to identify opportunities and act on them. A successful strategy will make people less poor rather than more comfortable in their poverty *(South Africa, 2000: 22; South Africa, 2004: 9)*.

1.8.15 SOUTH AFRICAN CITIES NETWORK

The South African Cities Network (SACN) is a network of South African cities and partners that encourage the exchange of information, experience and best practices on urban development and city management. An initiative of the Minister for Provincial and Local Government and the nine city municipalities, is a partnership with the South African Local Government Association (SALGA). The goals of the SACN are to promote good governance and management of our cities; analyse strategic challenges facing our cities, particularly in the context of global economic integration and national development; collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context; and promote a

shared-learning partnership between different spheres of government to support the governance of our cities *(Gotz, 2004: 4)*.

1.8.16 SUSTAINABILITY

Sustainability refers to the extent to which the strategy contributes to increased local growth and ensures that people care about its success and can access the resources needed to keep it going. Sustainability implies effective participation to ensure that projects respond to articulated priorities at the local level *(South Africa, 2000: 22; South Africa, 2004: 9)*.

1.8.17 SUSTAINABLE DEVELOPMENT

Sustainable development is defined as "development, which meets the needs of the present without compromising the ability of future generations to meet their own needs" *(Report of the World Commission on Environment and Development, 1987)*.

1.8.18 UPGRADING

"Upgrading" literature is largely restricted to a discourse of the South, but the content of these programmes overlap considerably with those undertaken within the renewal or regeneration projects of the north *(South Africa, 2003: 4; Engelbrecht, 2004: 10)*.

1.8.19 URBAN REGENERATION

The concept of "urban regeneration" is largely derived from European literature and generally refers to the redevelopment of derelict residential areas or industrial areas, most often linked to the development of human and social capital *(South Africa, 2003: 4; Engelbrecht, 2004: 10)*.

1.8.20 URBAN RENEWAL

The term "urban renewal" is often applied in the USA and typically refers to the redevelopment of urban centres, often with an emphasis on the redevelopment of economic infrastructure. For the purposes of this document, the term "urban renewal" is used to refer to multi-sectoral interventions, which are undertaken within specific geographic areas *(South Africa, 2003: 4; Engelbrecht, 2004: 10)*.

1.8.21 URBAN RENEWAL PROGRAMME

The Urban Renewal Programme is an integrated process targeting the regeneration of certain underdeveloped geographic urban areas to achieve sustainable development by bringing a balance between the social, economic, environmental and infrastructural aspects of City life *(City of Cape Town: 2003: 8)*.

1.9 COMPREHENSIVE LIST OF SOURCES

A comprehensive bibliography is an essential component of the research report and is provided at the end of this dissertation.

1.10 SUMMARY

This chapter provides the reader with an insight into the researched phenomenon, the key research questions, the objectives of the study, as well as the research design that was used. It aims to indicate the *modus operandi* followed to design a normative model, which is presented together with relevant recommendations to show how current dysfunctional situations and policies and implementation procedures can be changed into functional entities, which relate to urban and rural development in the Western Cape.

In order to ensure a sound theoretical grounding of the study, the following chapter, Chapter Two, focuses on a theoretical basis for achieving, maintaining and enhancing quality of life through urban and rural development. In addition, Chapter Two explores the role of philosophy in the social sciences, a philosophical basis for public management, a developmental management theory, as well as a detailed discussion on the role of ethics for public employees.

CHAPTER TWO
A THEORETICAL BASIS FOR ACHIEVING, MAINTAINING AND ENHANCING QUALITY OF LIFE THROUGH URBAN AND RURAL DEVELOPMENT

2.1 INTRODUCTION

The purpose of this chapter is to determine a philosophical and theoretical premise, through an explanation of the term "philosophy", which will be provided, followed by an exposition of viewpoints on the paradigmatic status of the discipline of Public Management. This will be followed by a description of the various theoretical approaches to the subject of Public Management, whereafter the place of management theory in relation to a theory for Public Management, as well as the role of ethics for public employees, will be discussed.

2.2 THE ROLE OF PHILOSOPHY IN THE SOCIAL SCIENCES

The word "philosophy" is derived from two Greek words, namely **philos**, meaning "love" and **sophia**, meaning "wisdom". It can, therefore, be inferred that the word "philosophy" literally means "the pursuit of wisdom" *(Copi, 1969: 286 in Ferreira, 1996)*. According to Copi *(1969: 286)*, philosophy began in the sixth century B.C. in Greek colonies on the western coast of Asia Minor. All knowledge were regarded by the earliest philosophers as their responsibility. They were the first scientists and also the first philosophers. They undertook both to describe and explain the world around them and also presumed to give advice in matters of conduct, both personal and social. During the time of Plato and Aristotle, philosophers were concerned not only with

logic, mathematics and natural science, but also with criticising existing society and the promotion of social concepts generally *(Copi, 1969: 286 in Ferreira, 1996; Raphael, 1990: 7).*

The special sciences (the term in this context is understood to mean *specialised* sciences, such as Economics, Psychology, Sociology, Political Science and Public Management) acquired large amounts of reliable knowledge and developed their own techniques of investigation. This resulted in a split from philosophy into separate branches of learning. What has remained for philosophy, in addition to questions of conduct and value, has itself become a philosophical issue.

Certain philosophers hold the view that the major remaining task of philosophy is to study and critically develop the methodology of the sciences. Others have urged that the proper task of philosophy is to collect the piecemeal results, which are achieved by the special sciences and to combine them into a unified account of reality as a whole, as perceived by a particular special science. It can be stated that the essence of philosophy is a systematic reflection upon experience to the end of obtaining a rational and comprehensive understanding of the universe and people's place in it *(Copi, 1969: 286 in Ferreira, 1996).*

Hughes *(1987: 2)* states that the social sciences, since developing as autonomous disciplines, have tended to re-examine their philosophical foundations only during periods of crisis, when familiar and trusted methods no longer seem to justify the faith that was originally invested in them. Also, when researchers lose confidence in the significance of their findings and when formerly obvious and taken-for-granted principles no longer seem well-defined, warnings about the "coming crisis" are heard or pleas for a re-examination of social theory is voiced. Such periods force scholars to reconsider fundamentals and re-evaluate the philosophical bases of their disciplines *(Hughes, 1987: 1).*

The above-mentioned statement also applies to the discipline of Public Management. According to Hughes *(1987: 11)*, philosophy will, therefore, attempt to explain phenomena conceived in terms of the basic concepts that characterise a specific discipline. In order to clarify general ideas, philosophy has three related purposes,

namely analysis, synthesis and improvement of concepts. Firstly, the analysis of a concept means specifying its elements in terms of a definition. Secondly, the synthesis of concepts show the logical relationships whereby one concept implies or is implied by another, for example, the logical relationship between the concept of a right and that of an obligation. Thirdly, by improvement of a concept, recommending a definition or use that will assist clarity or coherence. However, these three tasks of analysis, synthesis and improvement are connected. In order to analyse or define a concept, one often has to note implications *(Raphael, 1990: 16)*.

Hughes *(1987: 13)* states that the philosopher Locke argued that philosophy simply aims to clear obstacles that are in the way of knowledge, such as vague speech, muddled terms, imprecise notions and the like. Philosophers, such as Descartes, Leibnitz and Hegel, concerned themselves *with metaphysics (the study of existence, of the most general categories that can be used to describe what exists: universal and particular, space and time, substance and attribute, necessity and causality)*. They saw philosophy as being concerned with constructing the whole of human knowledge into logically connected systems *(Copi, 1969: 286 in Ferreira, 1996)*.

Hughes *(1987: 14)* also refers to the lack of consensus within the social sciences as to whether they are sciences, pseudosciences, immature sciences, multiparadigm sciences or moral sciences. Since their appearance on the intellectual scene, they have failed to produce analyses of social life as convincing as the analyses produced by the natural sciences of the material world.

Politicians are often blamed for not heeding the advice of scientists or for not having the courage to implement the findings of the specialised science, which is Public Management.

The word theory is derived from the Latin word **theoria** and the Greek word **theoreo**, which means contemplation, speculation and sight. The following words can be regarded as being synonymous with the word theory, namely:

- frame of reference;
- ideas or thoughts; and
- a summary explanation *(Ferreira, 1996: 389 – 390)*.

Theory can be seen as a search to find truth within a particular perspective. Theory does not record individual facts, but represents a mental view of a system of ideas or statements that are used as an explanation of a group of facts or phenomena and is itself based on facts and values *(Raphael, 1990: 6)*. Therefore, a theory will usually form the basis for a chain of reasoning, which leads to an understanding or explanation of a phenomenon or action. A theory has a number of important characteristics, which should be present:

- it should be a representation and explanation of reality;
- it should clearly classify events and phenomena; and
- it should anticipate future events (i.e. prediction).

It is important that particular rules are applied for the evaluation of a theory and that a theory should meet the following requirements:

- be testable and falsifiable;
- should resist some of the attempts to falsify it;
- should eventually succumb to these attempts;
- should offer a wide explanation of phenomena;
- generate new research and the scientific community should reach consensus over it; and
- it should have the formal qualities of simplicity, accuracy and coherence.

Verifiable theories have much to offer in that they tell something meaningful about the real world that can be applied to real-life situations. However, if theory is considered in a correct perspective, it becomes clear that theories are indeed basic to most actions, i.e. reality. To be able to view theory and theorising in this connection, attention should be paid to the formulation of theories, in order to establish the utility of a theory *(Ferreira, 1996: 391 – 392)*.

2.2.1 HISTORICAL APPROACH

Although some of the topics and issues that are treated in the philosophy of social science are as old as philosophy itself (for example, the contrast between nature and convention and the idea of rationality are dealt with by Aristotle), the explicit emergence of a sub-discipline of philosophy with this name is a recent phenomenon, which, in turn, may itself have stimulated greater philosophical activity in the area.

This emergence is tied to the development and growth of the social sciences themselves *(Raphael, 1990: 24)*.

There are, at least, four distinct but complementary ways in which an understanding of the sub discipline can be gained. Firstly, as with most other areas of philosophy, one might approach the philosophy of the social sciences historically by studying major schools or philosophers of an earlier period. There are a number of classical texts (for example by Weber and Durkheim), which any interested student of the philosophy of the social sciences should be aware of, much as there is in epistemology or ethics. This provides an interesting contrast with the philosophy of the natural sciences *(http://www.rep.routledge.com/article/R047)*.

Compared with other areas of philosophy, the history of the philosophy of the social sciences is somewhat truncated, since it can only begins properly with the earliest attempts at social science, in the late eighteenth and early nineteenth centuries, first in the Scottish Enlightenment and subsequently in Germany. Prior to this period, there had been speculation about the nature of society, some of it quite rich and rewarding (Hobbes and Vico provide two examples of this), but it is only in the period of the Scottish Enlightenment and after, that writers begin to reflect the first systematic attempts to study and understand society.

There is no clear line of demarcation between philosophers of social science and of society on the one hand, and social theorists on the other, especially in this early period. Conventionally, to select only a few examples, G.W.F. Hegel, Wilhelm Dilthey, F.H. Bradley and T.H. Green are considered as examples of the former, while Adam Smith, Karl Marx, Émile Durkheim and Max Weber, are considered as examples of the latter, though the line is sometimes somewhat arbitrary *(http://www.google.co.za)*.

2.2.2 PROBLEMS

A second way in which to gain an understanding of the philosophy of social science is through the study of the issues and problems that these writers and their contemporary counterparts address. Many of these problems arise in ordinary, as well as in more scientific discussions and thought about the social realm. It is not only social

scientists who think about the social world – everyone does – much of the time. Even in cases where the social scientist introduces neologisms, for example, "demand curves" or "anomie", they seem closely connected to, and sometimes only a refinement of, concepts that are already grasped by the lay person.

This non-scientific reflection arises quite apart from any specialised scientific work. It is, to a certain extent, misleading to think of the field as only the philosophy of the social ***sciences***. Since so much of the motivation for critical discussion of the problems in this area comes from philosophical reflection on these quite ordinary modes of thought and understanding, the field should perhaps be called "the philosophy of ***society***", to reflect this non-scientific, as well as the scientific, interest in those problems. Thus, it is more difficult for the social sciences to maintain positive facts and avoid implicit judgements of value owing to the fact that it has human behaviour as subject-matter *(Raphael, 1990: 28)*.

Most social science content, such as social structures (families or society itself), norms and rules of behaviour, conventions, specific sorts of human action and so on, are items that find a place in the discourse of the ordinary lay person who has as good a grasp of common talk about social class and purchase, voting and banking, as does the social scientist. This raises, in a direct way, metaphysical questions about the nature of these things. Are these social structures anything more than simply individuals and their interrelations? Many philosophers, in the grip of the ideal of the unity of science, have held out the prospect that social science can be derived from and is, therefore, reducible to, psychology (the latter eventually being reducible to chemistry and physics). For such thinkers, the world is ultimately a simple place, with only many different ways in which to speak about it. Other thinkers have been struck by the reality and integrity of the social world and how it seems to impress itself on the individual *(http://www.google.co.za)*.

What is an action and how does it differ from the mere movement of one's body? It seems difficult to say what this difference consists of in a way that remains plausible and true to what an action is like. Whatever an action is, what makes some actions *social* actions? One might think that an action is social in virtue of its causal consequences on others. Another line of thought holds that an action is social in virtue

of its intrinsic character, which is quite apart from the question of its effects. Much of the philosophical discussion of action arose in the philosophy of history, over the explanation of historically important action, but has now been absorbed into a separate area of philosophy, which is the theory of action.

The alleged contrast between nature and convention occurs to those who think about humankind and its development, whether they are scientists and philosophers or not. Anyone who has travelled widely and noticed the social differences between peoples and cultures, may have wondered whether all social practice was rational in its own terms, wherever found and no matter how apparently peculiar by home-grown lights. Perhaps, on the other hand, there are some universal standards of rationality, in the light of which the evaluation of social practices and criticism of some of them can be mounted *(http://www.rep.routledge.com/article/R047)*.

The relationship between scientific theory and ordinary modes of thought is, of course, interactive, since many of the concepts or issues that have become part of ordinary lore, have their roots in earlier scientific theory (the modern and, by most accounts, confused concept of race might be an example of this).

Another set of problems arise in thinking through the nature of the social scientific enterprise itself. What standards should a full explanation in social science meet? Causal explanation is a mode of explanation in natural science that is, relatively speaking, well understood. Explanations of a ritual or practice in society do not appear to be causal explanations, nor do explanations of human action. The first are often functional explanations (for example, a certain ritual exists because it produces such-and-such) and this appears to be an explanation of something by its effects rather than by its causes. Explanations of human action are intentional explanations, whereby an action is explained by the goal or end at which it is directed. This also appears not to be causal. However, appearances are deceptive and these can be recast as causal explanations after all *(http://www.rep.routledge.com/article/R047)*.

Natural scientists believe that their work is ethically neutral. To be sure, their work can be put to good and bad uses but this presumably reflects on the users rather than on the content of the science itself. The relationship between social science and the

values of the social scientist seems far more immediate and direct than this and this alleged contrast has been the subject of continuing discussion and debate.

Are there significant similarities between social science and natural science? In the developed natural sciences, there are controlled experiments and predictions. Neither seem available to the social scientist. Natural scientists attempt to formulate the laws that govern the phenomena, which they study. Is this a reasonable goal for the social scientist? Certainly, there are not many candidate laws for the social sciences one can think of. Does the social scientist use statistical evidence in the same way as the natural scientist? Finally, in natural science, one distinguishes between theory and observation in a relatively sharp way and one believes that a rational person should accept that theory is best confirmed by observations. It is not clear that one can make the same distinction in the social sciences, nor that theory is supported by observation in the same way. The observations of the social world seem even more coloured by the theory that one employs than is the case in the natural sciences *(http://www.google.co.za; http://www.rep.routledge.com/article/R047)*. The social sciences, as sciences, are relatively young disciplines and not as well established as the natural sciences. Therefore, they still need the critique of philosophical questioning, which the natural sciences once experienced *(Raphael, 1990: 28)*.

2.2.3 CONTEMPORARY MOVEMENTS

A third way in which to approach the subject is through the study of either contemporary movements and schools of philosophy, or specific philosophers, who bring a specific slant to the sub discipline. Controversy marks the natural, as well as the social sciences, though observers have noted that there seems to be even less consensus, even less of an agreed paradigm at any particular time, in the latter than in the former.

Critical reflection on society, or on social science, or both, is different in France and Germany from the way it is in the English-speaking world. The problems are the same, although the traditions and the manner in which the discussions proceed, are markedly distinctive. The hope is that each tradition may learn something from the other *(http://www.google.co.za)*.

2.2.4 SPECIFIC SOCIAL SCIENCES

Fourthly and finally, one might approach the philosophy of the social sciences by studying the philosophical problems that arise specifically within each of the social sciences. Some, although not all of the social sciences have produced philosophical industries all on their own. Economics is the most salient example. In many ways, it is the most developed of all the social sciences and this may be the reason why some of the best-defined controversies in the philosophy of social science arise from within it. Questions about the philosophical foundations of economics touch on the philosophically central issues of rationality, choice and the nature of wants or desires and their connection with action. However, other social sciences have also given rise to specific problems, which include history, political science, psychology, sociology and anthropology *(Raphael, 1990: 24; http://www.rep.routledge.com/article/R047; http://www.google.co.za)*.

2.3 A PHILOSOPHICAL BASIS FOR PUBLIC MANAGEMENT

In order to understand the different viewpoints on the paradigmatic status of the discipline of Public Management, it is necessary to look at the various theoretical approaches to the subject of Public Management. This is explained in the paragraphs that follow.

2.3.1 VARIOUS APPROACHES TO DEVELOPMENT

Various approaches to the subject of Public Management have been proposed and the following three will be explained, namely:

- The ***Generic approach***, as expounded by Cloete;
- The ***Public Management approach***, as expounded by Fox, Schwella and Wissink; and
- The ***Systems approach***, as adapted from Easton.

2.3.1.1 The generic approach (Cloete)

Cloete states that administration and, by implication, Public Management, consists of a wide-ranging set of activities or processes that can be grouped according to their respective functions. Six main generic groupings of activities and processes will be obtained on the basis of the functions of policy-making, organising, financing, staffing (personnel provision and utilisation), determining effective and efficient work

procedures and determining effective and efficient control measures, which can be subdivided into two main categories, namely checking (controlling) and accountability, in order to ensure that the original target will be reached (achieved). Therefore, administration is a collection of activities and processes and each of the six main groups mentioned above should be carried out in full to achieve any objective (regardless of whether it is a tangible product or a social state) through action. This implies that administration is not merely a concept or an idea, but a social phenomenon, which consists of mental effort and other activities. It is this state of affairs that makes administration an **enabling** activity, which functions within a group context *(Cloete, 1984: 131 – 143)*.

The above-mentioned joint action that is referred to means that the generic administrative activities or processes will always precede and / or accompany the functional and auxiliary activities that are concerned with producing goods or rendering services. In ***Table 2.1*** the three categories of activities are illustrated as follows:

Table 2.1: The Generic Approach

Administrative activities and processes	Functional activities	Auxiliary services
▪ Policy-making ▪ Financing ▪ Organising ▪ Staffing ▪ Determination and improvement of work processes ▪ Controlling (checking and rendering account)	For example: ▪ Building roads ▪ Nursing patients ▪ Providing postal services ▪ Educating scholars and students	▪ Data processing ▪ Undertaking public opinion surveys ▪ Collecting and analysing statistics ▪ Research ▪ Decision-making

(Cloete, 1986: 2 - 3).

The six main groups that are mentioned under "administrative activities and processes" cannot be separated in practice. The various activities and processes in question are usually considered and undertaken simultaneously. For example, when an objective is set and "policy is made", cognisance should be taken of what can be expected, theoretically as well as practically, of the other processes of administration, namely organising, financing, staffing, determining work procedures and exercising control, in order to ensure that the objective is achieved. Thereafter, when the organisational arrangements are considered (when organising occurs), it will be necessary to attend to the availability of funds and to the personnel that are needed to implement the action programme. Each of the afore-mentioned main groups of generic processes in the cycle of administration constitutes a complex field of activity, which becomes even more complex as the extent and size of the operation expands *(Cloete, 1976: 2 – 4; 1986: 2 – 3)*.

According to **Marais** *(1988: 169)*, Cloete is the first exponent of the process approach in South Africa. The basis of **criticism** against the process approach of Cloete is in his view that: *" ... **Administration takes place in every situation where two or more persons are busy working or playing together...** " (Marais, 1988: 170)*.

This statement by Cloete is followed immediately by the following statement: *"... **However, administration should not be confused with the substance or the object of the activity with which two or more persons are occupied at a particular time ...** " (Marais, 1988: 170; Ferreira, 1996: 389 – 425)*.

Marais' view of Cloete's approach is that Cloete maintains that the concept of administration is an encompassing composition of processes. Cloete views the administrative process as consisting of six different main groupings of processes, namely: *" ... **policy-making, organising, financing, personnel provision and management (utilisation), the establishment of procedures, and the control over the execution of the activities to ensure that the objective is reached ...** " (Marais, 1988: 170)*.

A further criticism by Marais *(1988: 170)* of Cloete's viewpoint is the fact that Cloete does not offer a definition for the term administration, but merely provides a

description of the processes. In this context, it can be concluded that Cloete equated Public Management with administration because Cloete used the administrative process approach to the exclusion of any other possible approach *(Marais, 1988: 174; Ferreira, 1996: 389 – 425)*.

A number of lecturers in Public Management at tertiary educational institutions in South Africa, as well as public service employees, were former students of Cloete or were schooled under this approach. These academics were strongly influenced by Cloete's administrative process approach that eventually became the "staple diet" of lecturers and students in Public Management at universities in South Africa *(Marais, 1988: 170)*. Academics who, in varying degrees, share Marais's criticism of Cloete's approach to Public Management, include most of the followers of the NPAI movement (New Public Management Initiative). From those ranks, criticism has emerged that, by adhering to his approach to the subject of Public Management, Cloete had, in fact, contributed to the entrenchment of the policy of separate development. The accusation has also been levelled against Cloete that, in his books on public management, he described South Africa as being democratic: ***"South Africa is a democratic state"*** *(Cloete, 1976: 24)*, during the height of the apartheid era. However, Cloete readily admits the historical lack of democracy in South Africa by stating that: ***"... most South Africans suffered under the dictatorship of a single minority party ..."*** *(Cloete, 1993: 172)* and that the government had only begun in February 1990 with activities to realise complete democracy to all population groups *(Cloete, 1993: 179; Ferreira, 1996: 389 – 425)*.

Although Cloete's bias towards the doctrine of separate development has not been proved beyond doubt and in spite of utterances in his latest book to the contrary *(Cloete, 1993: 172)*, his academic standing with the contemporary academic fraternity in South Africa is less than perfect. Cloete's major contribution to thinking in the field of Public Management in South Africa cannot, however, be disputed and his works are still used at tertiary educational institutions throughout South Africa *(Ferreira, 1996: 389 – 425)*.

The New Public Management (NPM) debate can have three constructive legacies for the field of public administration, namely:

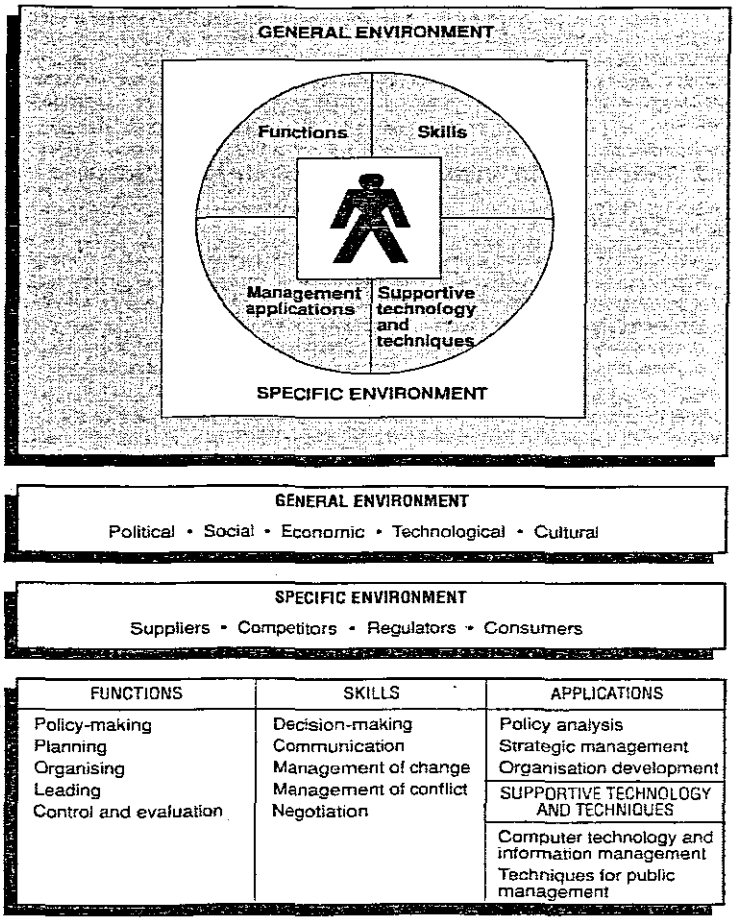
- A stronger emphasis on performance-motivated administration and inclusion in the administration of performance-oriented institutional arrangements, structural forms, and managerial doctrines fitted to particular contexts, in other words, advances in the state of the public management art;
- An international dialogue on and a stronger comparative dimension to the study of state design and administrative reform; and
- The integrated use of economic, sociological, social-psychological, and other advanced conceptual models and heuristics in the study of public institutions and management, with the potential to strengthen the field's scholarship and the possibilities for theory-grounded practice *(Terry, 1998: 231)*.

2.3.1.2 The public management approach (Fox, Schwella and Wissink)

As the principal advocate of the public management approach, Fox *et al (1991: 2)* describe public management as a system of **structures** and **processes**, which operate within a particular society as **environment**, with the objective of facilitating the formulation of appropriate **governmental policy** and the **efficient execution** of the formulated policy. The concepts "structures", "processes", "governmental policy" and "efficient execution" should, for the purposes of this research, be understood as variables *(Ferreira, 1996: 410)*.

The model of Fox *et al (1991: 3)* (***See Figure 2.1***) takes, as its point of departure, a perceived general environment. This general environment consists of various sub-environments, which are examples of possible environments. Those mentioned are taken as being representative of most facets of contemporary human societal existence and its need-generating elements.

Figure 2.1: The public management model of Fox *et al*



(Fox et al, 1991: 4)

Fox *et al (1991: 3 – 4)* shows a specific environment, within the general environment, which consists of suppliers, competitors, regulators and consumers. The interaction between the components of the general environment and the factors of the specific environment are regulated by certain functions, skills and applications *(Ferreira, 1996: 410)*.

Fox *et al (1991: 5)* identifies five possible enabling functions or processes, which can serve as a conversion mechanism for goal achievement, namely policy-making, planning, organising, leadership and motivation, as well as control and evaluation. These functions are situation-bound and could change as the needs of the particular environment fluctuate *(Ferreira, 1996: 411)*. The model, as referred to above, did not find widespread acceptance in government circles in South Africa, owing to its

academic nature.

2.3.1.3 The input / output transformational systems approach (Easton)

The dynamic response model of a political system from Easton (also known as the analytical input-output transformation model) emphasises need generation from existing dysfunctional external environments (***See Figure 2.2 for Easton's input / output transformational systems model***). These external environments should be regarded as dysfunctional in nature and, therefore, hostile to the well-being of the community. Examples are a basically unfriendly **health** environment, which requires goal-setting to change from a dysfunctional to a functional environment. The same is possible with the **education** environment, with the great need for education in South Africa and the need to set goals to alleviate that situation. Another example is the **political** environment, which constantly requires the need to be redefined in terms of voter interests. There is also the **constitutional** environment, the **statutory** environment, the **cultural** environment, the **religious** environment, the **physical** environment and many others *(Ferreira, 1996: 403)*.

The systems model presupposes that the given external environments are threatening the survival of society all the time and it is necessary, on an on-going basis, for all levels of government institutions to set goals in order to avert potential hazardous situations within given environments and to pursue those goals effectively and efficiently.

The needs that are generated by the dysfunctional external environments serve as the "inputs" into the system. The generated needs can only be satisfied by goal-setting, the eventual achieving of what will be considered as the "outputs" *(Ham and Hill, 1993: 14)*.

The process of need satisfaction, which starts with given, perceived dysfunctional **external** environments, should move through an **internal** environment, which consists of different **value systems, ethical foundations** or the **foundations and guidelines of Public Management** and which serve as "filters" to maintain norms and standards in terms of the current **body politic**, prevailing **community values** and legal requirements, particularly those pertaining to Administrative Law *(Easton, 1965: 49)*.

The process then moves through a **conversion mechanism**, also known as an administrative (or management) process, which consists of various functions (processes) that should be utilised in order to enable the institutions that are faced with the task of satisfying the needs, to proceed with the various steps of the enabling process. It is important to note that the conversion process can have many forms and may consist of many different approaches. The actual nature of the process depends on the particular situation at hand and the preference of the policy makers with regard to determining, which particular enabling process to utilise in order to achieve the desired goal *(Anderson. 1994: 26; Ferreira, 1996: 403)*.

Once the goal has been achieved and the need accordingly satisfied, feedback occurs to the original environment to check whether the need has been optimally satisfied, for example, the provision of primary health care facilities where those did not exist previously. Should the **goal** have been achieved, **feedback** will occur to the original environment (which was the original dysfunctional external environment) and will then have changed to a new external environment, which, in its turn, will generate new needs that should be satisfied by the goal setting and achieving thereof *(Anderson, 1994: 27)*. Presently, the Generic Administrative Process of Cloete has been used as a conversion process. It is also possible to use other processes or models for the conversion *(Ferreira, 1996: 403 – 404)*.

The above process takes place for all external environments, which depends on the level of improvement that is aspired to. The **perceived degree of dysfunctionality**, in terms of the needs that are generated, coupled with the available resources, will be the deciding factor that will determine the extent of goal-setting, the values and norms that will be adhered to, the conversion process, which will be used to change the dysfunctional situation to a functional situation with the concomitant achievement of the goal, with the option of repeating the cycle, as desired *(Easton, 1965: 128)*.

The views of **Erasmus** in Bayat and Meyer *(1994: 83 – 101)*, on the adoption of a systems approach as an absolute dogma deserve mentioning here. Erasmus, in Bayat and Meyer *(1994: 84)*, holds that the systems approach only has real value when viewed in a less reductionist and ideologically predetermined manner.

According to the general systems theory, the typifying characteristic of the relationship between elements of systems, is their propensity to maintain or restore a condition of equilibrium among all the elements. This characteristic, according to Erasmus, in Bayat and Meyer *(1994: 88)*, may contribute to a distorted and, possibly, iniquitous view of the world.

The causal linearity of a process comprising inputs, throughputs, outputs and feedback in dynamic interaction with a discernable environment, fits in with the way the empirical world appears to function. In this manner, the systems theory brings hugely complex processes within the cognitive reach of researcher and practitioners. It does so by reducing those processes to a single, predictable, causal unilinear process. Because the system is assumed to exist and because it is assumed to have an inherent inclination for equilibrium, systems theory enables the system, i.e. public administration, to be readily understood. If one of the elements of the system changes, it is assumed that all the other elements will respond in such a manner that equilibrium within the system will be maintained. However, Erasmus, in Bayat and Meyer *(1994: 90)*, questions the validity of the view that any society consists of several interrelated subsystems and that such subsystems interact within an indeterminate cycle of mutual reciprocity that promotes and enables harmony and overall stability within the system. He substantiates this view by referring to Minzberg *(1983: 177)*, who states that each subsystem pursues its own dynamic ends, to the exclusion of other subsystems. As a result, subsystems often compete with overall system goals for primacy *(Ferreira, 1996: 389 – 425)*.

Eramus, in Bayat and Meyer *(1994: 91 – 92)*, nevertheless accedes that simply because of the existence of assumptions and / or assertions that the systems theory is fallacious, should not result in the whole systems approach being rejected. There can be little doubt that systems do exist and that their elements are integrally related. Systems, *per se*, should, however, be viewed with a fundamental conceptualisation and empirically driven consideration of the nature, limits and usefulness of systems theory and its contributing concepts *(Ferreira, 1996: 389 – 425)*.

Bearing in mind the above-mentioned inherent shortcomings of utilising a systems approach to explain phenomena, it is nevertheless proposed that the systems approach

be used for the purpose of analysing public administration phenomena, owing to the lack of other suitable approaches *(Ham and Hill, 1993: 15)*. This proposal is made considering the particular circumstances of the South African situation, where the adoption of an easily-understood approach, which may yield relatively rapid results in the short term, is regarded as suitable to facilitate understanding of the complex science and discipline of Public Administration *(Ferreira, 1996: 389 – 425)*.

2.4 DEVELOPMENTAL MANAGEMENT THEORY

Development Administration, as a discipline (with its roots in Anthropology, Political Science and Public Administration), preceded Development Management. During the time when the government was regarded as the only vehicle for development actions, the term Development Administration was first used. Later, when voluntary, private sector institutions and state owned enterprises were recognised as equally important institutional role-players in development, it was realised that when it comes to the facilitation of development action, the principles of management were more appropriate than the bureaucratic procedures of administration. Consequently, the term administration was replaced with management and Development Administration became Development Management *(Davids et al, 2005: 31; De Beer, 2003: 477 – 489)*.

2.4.1 THE ORIGIN OF DEVELOPMENT ADMINISTRATION

The origin of Development Administration is found in Europe and the United States of America. The **European** origin of Development Administration relates to the colonial period when the former British, French, Belgian and Dutch colonies introduced "Native" or "Colonial Administration" as a colonial practice and soon afterwards as a field of study. South Africa, being a former British colony, was one of the countries where European Native / Colonial Administration was put into practice and developed into a field of study with close practical and academic ties with Anthropology. Between 1938 and the 1950's, Native Administration, as taught at some South African universities, focused on policies, government and administration, socio-economic problematics, strategies and innovations in the so-called developing world. These studies focused traditionally on how to enforce law and order; compliance and conformity in the predominantly African areas; control of the "native reserves" or so-called autonomous bantustans; and basic administration *(Davids et al, 2005: 32)*.

The **American** dominant role in the Western world after the Second World War meant increasing American involvement in the "developing world". The United States (US) had no colonial experience comparable to Europe. Consequently, the US had no practical experience in the field of Native / Colonial Administration. In order to fill the gap in this field, the Americans developed their own version of Native / Colonial Administration, called Development Administration. Comparative administration as an academic discipline has not enjoyed the same currency that comparative politics did. Since 1960, with the formation of the Comparative Administration Group (CAG) under chairmanship of Riggs, comparative administration found its place in the sun *(Tummala, 2003: 3)*. The CAG provided impetus to the establishment of Development Administration, as a specialisation field in the government sciences in the US and elsewhere. The CAG saw bureaucratic government administration as a vehicle to attain the development goals. It was assumed that it was sufficient for development goals to be agreed upon by local and Western elites. These goals were usually referred to as "nation-building and socio-economic development" *(Riggs, 2003: 13; Davids et al, 2005: 32)*. But in 1973, the CAG ceased to exist independently when it was merged with the Section on International and Comparative Administration (SICA), the first section of the American Society for Public Administration (ASPA). During the time of CAG, there was quite a bit of publication. Yet, the subject was considered to be "floundering". Golembiewski argued that this was largely a "self-imposed failure", due to unattainable goals. There was also a lack of conceptual clarity, and consequently "dissensus prevailed". Other researchers concluded that the subject is "empirically rooted" and "practitioner orientated" and the field as such lacked clarity *(Tummala, 2003: 3)*.

The field of study of this early version of Development Administration was influenced by the environment and sentiments, which prevailed at the time. The US government, for example, saw Development Administration as an integral element of its strategic armoury in the Cold War. In their view, Development Administration was supposed to wage an unarmed managerial struggle against communism in the developing world by engineering the transformation to capitalist modernity. Initially, Development Administration was, therefore, a US-led movement with funds and personnel for its study and practice emanating largely from US sources. The American academics, who are concerned with Development Administration, were schooled in the Weberian

philosophy of administration, in the correctness of administrative procedure and in administrative capacity building. Additionally, strong government action was necessary in the reconstruction period after the Second World War. In this context, development action was inevitably synonymous with government action. In Britain, some exponents of development theory were suspicious of American Development Administration. They saw US-led Development Administration as either an attack on their colonial record or as something with which the British were already familiar. Furthermore, the knowledge, which some European countries had accumulated about the socio-economic context of the developing world through the field of Native / Colonial Administration, was ignored by American Development Administration. However, the Americans had influenced their European allies to adopt the name "Development Administration" or "Development Studies" for this discipline *(Davids et al, 2005: 32 – 33)*.

In **South Africa**, academics who studied Political Science and Public Administration in the US, during the 1950's and 1960's, were influenced by American academics who gave prominence to American Development Administration. At the same time, European Native / Colonial Administration, as taught by some South African universities and American Development Administration, "met" during the 1960's and established the South African field of study known as Development Administration. The fusion of Euro-American influences explains why the South African Development Administration has strong ties with Anthropology, Political Science and Public Administration *(Davids et al, 2005: 33)*.

2.4.2 THE DEADLOCK IN DEVELOPMENT ADMINISTRATION

During the 1960's, the discipline of Development Administration was inevitably influenced by the modernisation paradigm, which dominated development thinking at that stage. The following were identified as characteristic of Development Administration and typical of the modernisation thinking, namely:

- Development Administration had an **elitist bias** in the sense that only a handful of politicians and planners assumed responsibility for transforming their societies into replicas of the modern, Western nation state;
- **"Big government"** was seen as the vehicle, which could promote development action;

- Development Administration was seen as the transfer and application of a **"bag of Western tools"** capable of solving the problems of developing societies;
- **Foreign aid** was identified as the mechanism by which the missing "tools" of Public Administration would be transferred from the West to the developing countries; and
- **Indigenous culture** was perceived as the source of bureaucratic dysfunctions as it was seen as an obstacle to the smooth functioning of Western tools of development *(Davids et al, 2005: 33; Todaro, 1989: 42 – 43).*

In the late 1960's and 1970's Development Administration was blamed for the poor development performance of the developing nations. Academics and development practitioners entered a period of self-criticism, reflection and uncertainty about their discipline and began to search for solutions. This deadlock in Development Administration raised questions about whether bureaucracy could bring about societal transformation. During the 1970's, some academics asserted that Development Administration was in a crisis and they based their argument on the "incompatibility" between *bureaucracy* (as a form of institutionalised social control) and *development* (defined as the freedom of people to choose their own quality of life). Bureaucracy can be seen as both opposing and supporting development in its operations. It can support development by helping to formulate and implement policies. However, it might also oppose development in many ways *(Davids et al, 2005: 34).*

2.4.3 DEVELOPMENT ADMINISTRATION BECOMES DEVELOPMENT MANAGEMENT

In the late 1980's Development Administration had emerged from its criticism of the international trend towards the appreciation of indigenous knowledge that had served to revitalise Development Administration *(De Beer, 2003: 477 – 489).* In order for this new dynamism to work, Development Administration had to end its association with administrative bureaucracy and with the era of failed top-down, authoritarian prescriptions and interventions and, thus, became Development Management.

The evolution from Development Administration to Development Management is significant in two ways, namely:

- Firstly, it marked the beginning of an international trend from a technorational, universalist, *public sector administrative model for development action towards a context-specific, politically infused, multi-sectoral, multi-institutional model*; and
- Secondly, it signified a radical shift in development action from the routine tasks and tools of administration towards emphasising the importance of strategy and a proactive style *(Davids et al, 2005: 34)*.

Development Management has, thus, evolved beyond its origins in the modernisation theory and the early descriptions of it as a branch in the field of Public Administration. In terms of scope, it now features the following main characteristics, neither of which overlap nor run parallel to Public Administration, namely:

- Theories of development and underdevelopment (e.g. modernisation and dependency);
- Institutions involved in development (e.g. NGO's and community-based organisations);
- Strategic approaches to development (e.g. community development and integrated development planning);
- *Urban and rural development*;
- The dynamics of development (e.g. gender issues, urbanisation and foreign aid); and
- Recognition of the specific context (political, economic, social, cultural, environmental, psychological) and challenges of developing communities and societies *(Davids et al, 2005: 34)*.

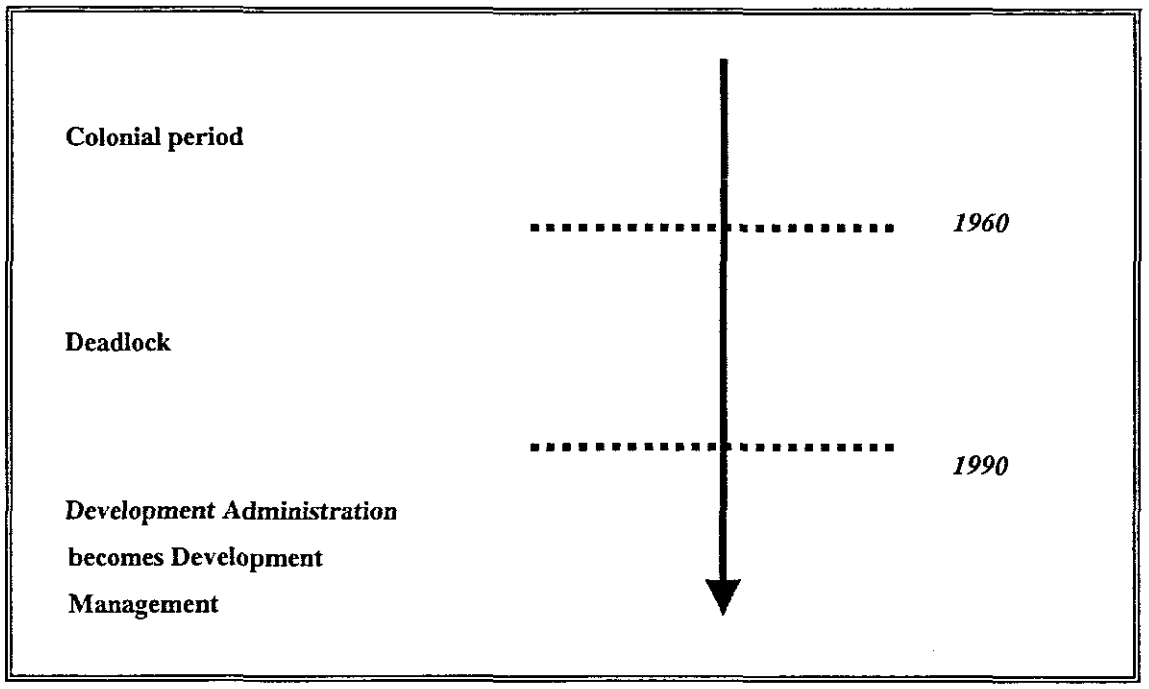
In terms of analytical and practical context, modern-day Development Management has four interconnected elements, namely:

- Firstly, it is a means to improve the efficiency and effectiveness of development programmes and projects and to further the policy agendas of international and national institutions, while it supports specific development efforts;

- Secondly, it is a toolkit, which promotes the application of a range of management and analytical tools that are adapted from a variety of specialisation fields (e.g. strategic management, public policy and organisation development) and disciplines (e.g. Anthropology, Psychology, Economics, Sociology, Political Science and Public Administration) to ensure efficiency and effectiveness in the design, implementation, monitoring and evaluation of policies, programmes and projects;
- Thirdly, it recognises that development activities of any sort involve interventions in the status quo and that any intervention advances some particular set of interests and objectives at the expense of others. Thus, helping to implement a policy or a programme or project more efficiently and effectively or building managerial capacity in a particular institution, are value-laden endeavours. Development Management, as a set of values, acknowledges that managing is infused with politics and, therefore, takes a normative stance on empowering poor and marginalised groups by enhancing their capacity to take an active role in determining and fulfilling their own needs; and
- Fourthly, it is a process intervention, where the application of tools, in pursuit of objectives, is undertaken in ways that self-consciously address political and value issues *(Davids et al, 2005: 35)*.

Considering the historical evolution of Development Management as an interdisciplinary field (***See Figure 2.3***), the dictim is that *development is about people*. Therefore, Development Management refers to organised processes, whereby individuals and / or institutions, work in partnership with the intended beneficiaries of development in order to realise these beneficiaries' stated development objectives efficiently and effectively *(Davids et al, 2005: 35)*.

Figure 2.3: The historical evolution of Development Management as an interdisciplinary field



2.5 ETHICS

According to Hanekom *(1986: 152)*, the term "ethics" has both a macro or comprehensive meaning, which could be applied to all cultures at all times but it also has a micro or restrictive meaning, which is related to a specific society or societal group. For the purposes of this research, ethics deals with the character and conduct of public employees.

Public administration is recognised as a distinctive field of work because of the requirement that those who practice public administration in a democratic state, should respect specific guidelines that govern their conduct when carrying out their work. These *guidelines*, which are derived from the body politic of the state and, which emanates from community values and prescriptive rules for ethical conduct, are the foundations of public administration within a democratic state *(Cloete, 1994: 63)*.

According to the **guidelines from body politic**, the highest officials should explain the work of the various public institutions to their political or legislative superiors. They should also reveal the values and facts, which were used to decide why specific

work should be done and why a specific line of action should be followed. In doing so, they should mention the values of services desired by the citizens to promote their welfare. The subordinate officials feed their superiors continuously with information about the activities and developments in their specific fields of work.

The members of each profession believe that all needs and desires of the public can be satisfied if the values of that particular profession are fully acknowledged. To ensure that professional officials also uphold public accountability in everything they do, they should be so positioned, within the organisational hierarchy, that their specialist-value-laden decisions are tempered by political and administrative requirements *(Cloete, 1994: 73 – 74; Cloete, 1984: 17)*.

Guidelines, which emanate from community values, state that the point at issue is whether or not the public institution succeeds in satisfying the spiritual and material needs of the individual as a separate entity and as a member of a group. It is inevitable that the needs of the community will always be greater than the resources, which are available to satisfy those needs. This characteristic of human society becomes more pronounced as the population increases and exerts greater pressure on the available resources. In order to appreciate the significance of this phenomenon, it should be borne in mind that the public institutions obtain their revenue from money paid by the citizens. The ability of the citizens to pay is limited. Therefore, the collective ability of the public institutions to provide goods and services, is also limited *(Cloete, 1994: 81)*. These restrictive factors prevent public authorities from satisfying the needs of the community. Priorities are set and these determine what should be done and in what order. By using the available resources sensibly, optimal results can be obtained and each need can be satisfied according to its priority.

The efficiency of a public institution should be achieved through the following objectives:

- Firstly, effectiveness should be determined to the extent to which a need should be satisfied, as indicated in the original programme of action, when priorities were set;
- Secondly, attention should be given to the frugality with which the resources have been used. If a programme, for example, cost more than 10%, as initially

budgeted for, the administration would have been inefficient in frugality because there would have been a waste of human resources and materials; and

- Thirdly, economy requires that the inputs should be obtained at the lowest prices and used without waste. This example shows that the administration of a country, province or municipality cannot be branded as inefficient merely because specific needs have not been completely satisfied. The resources could have been so inadequate that provision was deliberately made in the policy for the needs to be satisfied only in part *(Cloete, 1994: 82)*.

According to the **prescribed guidelines**, it will be risky in a heterogeneous society, such as South Africa, to be prescriptive about rules for ethical conduct. It will also be difficult to find conduct directives, which will satisfy the value conceptions and the cultural requirements of all groups. However, there will always be numerous matters, which should be dealt with uniformly in accordance with set standards. It is important to note the following prescriptions, namely:

- Legal rules / legality;
- Entrenched fundamental rights; and
- Codes of ethics *(Cloete, 1994: 83, 86)*.

The ethical and cultural matters dealt with are of paramount importance to every legislator, governmental / political office-bearer, public official and judicial functionary. They signify the ethical and cultural characteristics of public affairs, which distinguish them from private sector endeavours *(Cloete, 1994: 86)*. Ethics evaluates conduct against specific criteria and imposes negative or positive values *(Hanekom, 1986: 152)*.

2.6 SUMMARY

In summary, this chapter covered the role of philosophy in the social science, the philosophical basis for public management, the developmental management theory, as well as a detailed discussion of the role of ethics for public employees. In order to ensure a sound theoretical grounding of the study, this chapter focused on the theoretical basis for achieving, maintaining and enhancing the quality of life through urban and rural development.

The following chapter focuses on the legislative and structural framework for development in the Western Cape. Chapter Three explores the legislative framework for sustainable service delivery, the developmental priorities, the role of Clusters and Cabinet Committees in co-ordinating and facilitating the decision-making process, as well as the new proposed processes and procedures for the Cabinet, Cabinet Committees and Technical Task Teams in the provincial government of the Western Cape.

CHAPTER THREE
A LEGISLATIVE AND STRUCTURAL FRAMEWORK FOR DEVELOPMENT IN THE WESTERN CAPE

3.1 INTRODUCTION

This chapter focuses on the legislative and structural framework for development in the Western Cape. Chapter Three explores the legislative framework for sustainable service delivery, the developmental priorities, the role of Clusters and Cabinet Committees in co-ordinating and facilitating the decision-making process, as well as the new proposed processes and procedures for the Cabinet, Cabinet Committees and Technical Task Teams in the provincial government of the Western Cape.

Situated at the southern tip of Africa, the Western Cape is one of nine provinces in South Africa. It is the third largest province in terms of geographical size and the fifth largest in terms of population. Its land area is 129 386 km^2, which constitutes 10.6% of South Africa's total land area. The estimated population is approximately 4.5 million, which is about 9.7% of the national total. It has a net population growth of about 2.8% per annum. The Western Cape has been recorded as the fastest growing province in the country and a tourist destination, given all its forms of attraction.

The Western Cape is regarded as one of the most visually appealing areas in the world. It contains a diversity of features and geographic sub-regions, which includes the arid Central Karoo, the verdant Cape Winelands, the Southern Cape hills and forest stretches, the rugged west and south-west coastlines with their distinctive fishing villages, the open grainfields of the western interior and the bushy veld of the Little Karoo.

The southern coast is separated from the mainland by ranges of mountains, which contain a rich, floral kingdom with more plant varieties than the whole of Europe and Northern Asia combined. The extensive coastline includes many natural harbours and spectacular bays such as the world-famous Table Bay of Cape Town. Cape Town's main port is one of the largest deepwater harbours in Africa, making it the transport corridor to inland markets and a first choice for importers and exporters in neighbouring countries *(See Annexure 3.1: The Province of the Western Cape)*.

The Western Cape faces a formidable development challenge. A decade of service delivery has not reduced levels of inequality and unemployment, nor has it stimulated sufficient levels of growth in that province. From 1996 to 2001, the Western Cape population and labour force grew markedly faster than the national population and labour force. After a long period of sustained growth, the Western Cape economy began to slow down in 1999, while the causes for its decrease are diverse. The mounting population pressure and decreasing economic growth resulted in stagnant real per capita growth rates from 1996 to 2001.

The Western Cape economy has restructured markedly over the last ten years with a marked shift from unskilled and labour intensive sectors to skill –and capital-intensive tertiary sectors. Significantly, the growing prominence of the tertiary sector was even more pronounced in the Western Cape than in the rest of South Africa. From 1996 to 2001, the provincial economy also lost a significant portion of its share of jobs nationally.

The result of these trends is that wealth creation has not matched the population growth in the province. While the delivery of basic services to the poor has improved, low levels of education has minimised chances of participating and benefiting from the growing Western Cape economy, thus, resulting in increasing levels of income inequality. The province is faced with a unique challenge of restructuring its economy to achieve an improved interface between the unique and high quality products, which it supplies. In addition, the well-developed sectors of manufacturing, agriculture and tourism continue to employ large numbers of unskilled and semi-skilled workers, while at the same time there is an increased demand for higher skills and world-class

infrastructure to fulfil international demands, in order to grow the economy, which would benefit more people *(PGWC, 2004: 3)*.

In his State of the Nation Address on 8 January 2003, the President of South Africa called on all South Africans to push back the frontiers of poverty. He said: *"We must use the state budget to improve the quality of life of especially the poor, while contributing to the expansion of the economy"*. When the Premier of the Western Cape opened the Provincial Legislature in February 2003, he introduced the concept *"iKapa Elihlumayo – The growing Cape"*. He identified that: *"Hope, Delivery and Dignity"* will be the defining objective for the provincial government for the next decade *(PGWC, 2004: 4)*.

It is of utmost importance that all the available resources in the province be utilised in such a manner that it provides maximum benefit for all the people of the province. In order for this to happen, the activities of all development partners in the province should be marshalled to the achievement of a common set of goals. This implies that the budgets of the different spheres of government be co-ordinated and optimally integrated to ensure alignment with each other's goals and strategies, as well as to eliminate duplication. In addition, the internal responsibilities of each sphere of government should be aligned, co-ordinated and integrated to produce the maximum impact for its interventions. Sound working relationships with the social partners i.e. government, labour, business and civil society, is essential for the successful development and implementation of a Provincial Growth and Development Plan. The province is well placed to respond to these challenges if the social partners can agree to a co-ordinated development strategy, which can take advantage of the province's many strengths.

The framework for development represents the first phase and a step from previous development planning processes in the province, which have tended to be sectorally driven and fragmented, short-term and sometimes reactive. It is a major attempt by the government and its social partners to set an effective development agenda, not only for the government but also for all stakeholders that are working together to realise the province's vision, *"A Home for All" (PGWC, 2004: 4)*.

3.2 A LEGISLATIVE FRAMEWORK FOR SUSTAINABLE SERVICE DELIVERY

In order to conceptualise the legislative framework that outlines the working partnerships, which are aimed at increasing the quality of life for all people, it is necessary to look at the different legislation and guiding principles, which have an impact on the development of a global partnership for development. Since South Africa is a sovereign state, the Constitution is supreme, whilst any other legislation is sub-ordinate. In this section, a funnel approach will be used to provide the following information in that structure from the general to the specific. This is explained in the paragraphs that follow.

3.2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, NO 108 OF 1996

The current Constitution, for the Republic of South Africa, is not the first South African constitution. There have been four previous constitutions in South African (1910, 1961, 1983 and 1993) *(South Africa, 1996: 1)*. Before democratic elections could be held in April 1994, a different Constitution had to be written. This was the Interim Constitution of 1993. However, the Interim Constitution was written by people who had not yet been democratically elected into government. Therefore, it was agreed that the Interim Constitution would be a temporary Constitution and that the new Constitution would be written by the elected government after the elections in 1994, which was the first democratically elected government in the history of South Africa. The Interim Constitution set up the Constitutional Assembly (CA) to write the new Constitution but the CA alone did not write the new Constitution. All South Africans were invited to express what they thought should be in the new Constitution *(South Africa, 1998: 1 – 3)*.

The Constitution is the supreme or highest law of South Africa. It should be followed by the President, the government and all the people of South Africa. It identifies the structures of government, as well as their powers. It ensures that rights are protected by establishing institutions that ensure that government does not abuse any rights. All other laws in the country should follow the Constitution, although the Constitution does not replace these other laws. Instead, it sets out the standards, which should be followed. The Constitution is also much harder to change than other laws. Parliament can usually change other written laws if more than 50% of the members of Parliament,

who are present, support the change. The Constitution needs a higher percentage of votes to change it. To do so, at least two-thirds (66%) of the members of Parliament should agree to the changes. Because the rules embodied in the Constitution are hard to change, it means that future governments should also follow these rules. The rules remain the same even if the government changes. In this way, the Constitution helps to ensure that there will always be democracy *(South Africa, 1998: 4)* and to increase the quality of life for all population groups in South Africa.

3.2.2 THE CONSTITUTION OF THE WESTERN CAPE, NO 1 OF 1998

The current Constitution for the Western Cape, a province of the Republic of South Africa, is the first Western Cape constitution *(PGWC, 1998: 2)*, which are aimed at increasing the quality of life for all population groups. This constitution applies to the Western Cape. Subject to the national Constitution, it is the highest law in the Western Cape and the obligations imposed by it should be performed diligently and without delay. The legislative and executive powers and functions of the Western Cape recorded in this Constitution emanate exclusively from the national Constitution *(PGWC, 1998: 5)*.

3.2.3 THE WHITE PAPER ON LOCAL GOVERNMENT, 1998

The White Paper on Local Government, 1998, contains the government's vision of a new local government system for South Africa and how to achieve working partnerships, which are aimed at increasing the quality of life for all population groups. The previous local government system was a temporary (transitional) system. It was intended to take local government from the old apartheid system to a new, democratic system. It was the government's task to ensure that a new system was in place by the time the next local government elections took place in 1999. The White Paper was the plan for the new system of local government. It was developed by the previous Ministry for Provincial Affairs and Constitutional Development (now the Ministry of Provincial and Local Government) after months of research and discussions. It illustrated different kinds of local government systems and how it could be achieved. It was envisaged that further steps should be taken in order to put the plan into action. Laws had to be passed, new boundaries demarcated, new programmes developed and

people had to be trained in new approaches to local government *(South Africa, 1998: ix – xiv)*.

3.2.4 LOCAL GOVERNMENT: MUNICIPAL DEMARCATION ACT, NO 27 OF 1998

The purpose of this Act is to provide for criteria and procedures for the determination of municipal boundaries by an independent authority *(South Africa, 1998: 2)*, which are aimed at increasing the quality of life for all population groups.

3.2.5 LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT, NO 117 OF 1998

The purpose of this Act is to provide for the establishment of municipalities in accordance with the requirements, which relate to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; and to provide for appropriate electoral systems *(South Africa, 1998: 2)* in order to enhance working partnerships, which are aimed at increasing the quality of life for all population groups.

3.2.6 PUBLIC FINANCE MANAGEMENT ACT, NO 1 OF 1999

The object of this Act is to regulate financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; and to provide for the responsibilities of persons who are entrusted with financial management in those governments *(South Africa, 1999: 1, 13)*, which are aimed at increasing the quality of life for all population groups.

3.2.7 LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

The purpose of this Act is to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all; to define the legal nature of a municipality as

including the local community within the municipal area, working in partnership with the municipality's political and administrative structures; to provide for the manner in which municipal powers and functions are exercised and performed to provide for community participation; to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change, which underpin the notion of developmental local government; to provide a framework for local public administration and human resource development; to empower the poor and ensure that municipalities that are put in place, service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts; to provide for credit control and debt collection; to establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency, which is capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment; and to provide for legal matters pertaining to local government *(South Africa, 2000: 1 – 2)* in order to enhance working partnerships, which are aimed at increasing the quality of life for all population groups.

3.2.8 LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, NO 56 OF 2003

The object of this Act is to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; and to establish treasury norms and standards for the local sphere of government *(South Africa, 2003: 1, 21)*, which are aimed at increasing the quality of life for all population groups.

3.2.9 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT, NO 13 OF 2005

The object of this Act is to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes *(South Africa, 2005: 2, 12)*, in order to enhance working partnerships, which are aimed at increasing the quality of life for all population groups.

3.2.10 UNITED NATIONS (UN) MILLENNIUM DEVELOPMENT GOALS (MDG's)

The eight MDG's – which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015 – from a blueprint, which was agreed to by all the world's countries and all the world's leading development institutions. They have galvanised unprecedented efforts to meet the needs of the world's poorest *(http://www.un.org/millenniumgoals/)*. ***Table 3.1 outlines a framework of eight goals, 18 targets and 48 indicators to measure progress towards the MDG's, which was adopted by a concensus of experts from the United Nations Secretariat and IMF, OECD and the World Bank.*** The MDG's outlines the alignment and requirements of government, from international to local level, which are aimed at increasing the quality of life for all population groups.

3.2.11 NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD), 2001

The New Partnership for Africa's Development (NEPAD) is a vision and strategic framework for Africa's renewal. The NEPAD strategic framework document arises from a mandate, which was given to the five initiating Heads of State (Algeria, Egypt, Nigeria, Senegal and South Africa) by the Organisation of African Unity (OAU) to develop an integrated socio-economic development framework for Africa. The 37th Summit of the OAU, in July 2001, formally adopted the strategic framework document. NEPAD is designed to address the current challenges, which face the African continent. Issues such as the escalating poverty levels, underdevelopment and the continued marginalisation of Africa, required a new radical intervention, spearheaded by African leaders, to develop a new vision that would guarantee Africa's renewal.

The NEPAD primary objectives are as follows:

- To eradicate poverty;
- To place African countries, both individually and collectively, on a path of sustainable growth and development;
- To halt the marginalisation of Africa in the globalisation process and enhance its full and beneficial integration into the global economy; and
- To accelerate the empowerment of women.

The principles of NEPAD are as follows:

- Good governance, as a basic requirement for peace, security and sustainable political and socio-economic development;
- African ownership and leadership, as well as broad and deep participation by all sectors of society;
- Anchoring the development of Africa on its resources and the resourcefulness of its people;
- Partnership between and amongst African peoples;
- Acceleration of regional and continental integration;
- Building the competitiveness of African countries and the continent;
- Forging a new international partnership that changes the unequal relationship between Africa and the developed world; and
- Ensuring that all partnerships with NEPAD are linked to the MDG's and other agreed development goals and targets.

The NEPAD Programme of Action is a holistic, comprehensive and integrated sustainable development initiative for the revival of Africa, which is guided by the objectives, principles and strategic focus *(http://www.dfa.gov.za/au.nepad/nepadbrief.htm)*.

The NEPAD priorities are as follows:

- Establishing the conditions for sustainable development by ensuring:
  - Peace and security;
  - Democracy and good, political, economic and corporate governance;
  - Regional co-operation and integration; and
  - Capacity building.
- Policy reforms and increased investment in the following priority sectors:
  - Agriculture;
  - Human development with a focus on health, education, science and technology and skills development;
  - Building and improving infrastructure, including ICT, energy, transport, water and sanitation;

- Promoting diversification of production and exports, particularly with respect to agro-industries, manufacturing, mining, mineral beneficiation and tourism;
- Accelerating intra-African trade and improving access to markets of developed countries; and
- The environment.

- Mobilising resources by:
  - Increasing domestic savings and investments;
  - Improving management of public revenue and expenditure;
  - Improving Africa's share in global trade;
  - Attracting foreign direct investment; and
  - Increasing capital flows through further debt reduction and an increase in ODA flows.

The immediate desired outcomes of NEPAD are as follows:

- Africa becomes more effective in conflict prevention and the establishment of enduring peace on the continent;
- Africa adopts and implements principles of democracy and good political economic and corporate governance and the protection of human rights becomes further entrenched in every African country;
- Africa develops and implements effective poverty eradication programmes and accelerates the pace of achieving set African development goals, particularly human development;
- Africa achieves increased levels of domestic savings, as well as investments, both domestic and foreign;
- Increased levels of ODA to the continent are achieved and its effective utilisation is maximised;
- Africa achieves desired capacity for policy development, co-ordination and negotiation in the international arena, to ensure its beneficial engagement in the global economy, especially on trade and market access issues;
- Regional integration is further accelerated and higher levels of sustainable economic growth in Africa is achieved; and

- Genuine partnerships are established between Africa and the developed countries based on mutual respect and accountability *(http://www.dfa.gov.za/au.nepad/nepadbrief.htm)*.

The key priority action areas are as follows:

- Operationalising the African Peer Review Mechanism;
- Facilitating and supporting implementation of the short-term regional infrastructure programmes covering transport energy, ICT, water and sanitation;
- Facilitating implementation of the food security and agricultural development programme in all sub-regions;
- Facilitating the preparation of a co-ordinated African position on market access, debt relief and ODA reforms; and
- Monitoring and intervening as appropriate to ensure that the MDG's in the areas of health and education are met.

NEPAD is a programme of the African Union (AU), which is designed to meet its development objectives. The highest authority of the NEPAD implementation process is the Heads of State and Government Summit of the African Union, formerly known as the OAU. The Heads of State and Government Implementation Committee (HSIC) comprises three states per AU region, as mandated by the OAU Summit of July 2001 and ratified by the AU Summit of July 2002. The HSIC reports to the AU Summit on an annual basis. The Steering Committee of NEPAD comprises the Personal Representatives of the NEPAD Heads of State and Government. This Committee oversees projects and programme development. The NEPAD secretariat co-ordinates implementation of projects and programmes approved by the HSIC *(http://www.dfa.gov.za/au.nepad/nepadbrief.htm)*. The NEPAD outlines the necessity for working partnerships, which are aimed at increasing the quality of life for all population groups.

The South African Constitution and the above-mentioned sub-ordinate legislation and initiatives lead to quality service delivery in order to achieve, maintain and enhance the welfare of society and of given communities in the Western Cape.

3.3 DEVELOPMENTAL PRIORITIES FOR THE WESTERN CAPE BASED ON THE LEGISLATIVE FRAMEWORK

iKapa Elihlumayo** – the Growing Cape* calls for Creativity, Dedication and Boldness in the Drive to bring Dignity, Equity and Prosperity to the Western Cape – ***A Home for All! *(PGWC, 2005: 3)*. This requires a critical paradigm shift from welfare dependence to economic self-reliance; growing the economy, increasing employment and that the government broadens ownership to fight poverty, reduce disparity and improve living standards. Working effectively with all stakeholders to serve the people of the Western Cape, through: building social capital; building human capital; and enhanced economic participation and growth. The above-mentioned vision and mission could be achieved by means of effective and efficient holistic governance with the sustainable use of resources and the environment *(PGWC, 2004: 5; PGWC, 2004: 1; PGWC and PDC, 2005: 16)*.

The following eight key developmental / strategic priorities have been identified for the Province and approved by Cabinet:

- **Building Social Capital with an emphasis on Youth (Social Capital Formation Strategy):** Increasing evidence shows that social cohesion and social capital is critical for poverty alleviation and sustainable human and economic development. High crime, high poverty rates, early school leaving, slow delivery of appropriate housing, community building projects and the after-effects of the pre-1994 cultural, political and economic divide, all point to the necessity of building social capital in the communities. Such an intervention should aim to strengthen social ties and integration. While this imperative involves a number of ***other departments***, the ***Department of Social Development*** has to take the lead here *(PGWC, 2004: 5; PGWC, 2004: 2; PGWC, 2005: 66 – 67; PGWC, 2005: 4; PGWC, 2006: 66 – 67)*.
- **Building Human Capital with an emphasis on Youth (Human Capital Development Strategy):** Human capital is the major stumbling block towards realising the goals of iKapa Elihlumayo. In both South Africa and the Western Cape, unemployment has a strong youth dimension with the youth cohort comprising 82% of all unemployment. Government will implement a Human Resource Strategy with an emphasis of preparing the youth for employment. The strategy will emphasise the acquisition of opportunities through technical

and vocational education, entrepreneurship, learnerships, apprenticeships and internships. The ***Department of Education*** will take the lead as one of the largest service providers in the Province *(PGWC, 2004: 5; PGWC, 2004: 2; PGWC, 2003: 10 – 11; PGWC, 2005: 68 – 70; PGWC, 2005: 4 – 5; PGWC, 2006: 64 – 65; PDC, 2004: 30).*

- **Strategic Infrastructure Investment (Strategic Infrastructure Plan):** The challenge is to spend strategically on infrastructure where its economic and social returns will be highest. In this regard, the government commits itself to maintaining and developing economic and social infrastructure in a manner that addresses the spatial dimension of development. The ***Department of Transport and Public Works*** will, in close consultation with the ***Department of Local Government and Housing***, take the lead in developing a Strategic Infrastructure Plan *(PGWC, 2004: 5 – 6; PGWC, 2004: 2; PGWC, 2003: 6; PGWC, 2005: 5; PGWC, 2005: 71 – 73; PGWC, 2005: 7 – 9; PGWC, 2006: 70).*
- **Micro-Economic Development Strategy (MEDS):** The key challenge in formulating the micro economic strategy is that it should support priority sectors in the province in order to achieve a better fit between what the provincial economy has to offer and what global and domestic markets demand. The goal of the micro-economic strategy is to improve the livelihood and quality of life of all the citizens within the province through economic growth that creates high quality jobs, generates wealth and investment and helps to ensure the province's long-term fiscal health. This strategy will be co-ordinated and integrated with the human resources development, equity, competitiveness and infrastructural interventions, as well as with the job-creation and poverty alleviation aspects of the social capital strategy. The Western Cape will build on their strengths, address barriers to growth and mobilise collective resources. The ***Department of Economic Development and Tourism*** will take the lead, while the ***Department of Agriculture***, as a key player, will participate through its land reform, farmer settlement, rural development and other value driven initiatives of the total agricultural sector *(PGWC, 2004: 6; PGWC, 2004: 2; PDC, 2005: 16; PGWC, 2005: 6; PGWC, 2005: 57; PGWC, 2006: 66).*
- **A Provincial Spatial Development Framework (PSDF):** A Provincial Spatial Development Framework is necessary to ensure an integrated and effective

approach to economic and social development so that the government's infrastructure investment and development spending has better spatial outcomes than are currently being achieved. The spatial development framework will set out an integrated social, economic and environmental framework for the future of the province. This framework will guide and be a key component of both the infrastructure and micro-economic strategies. The ***Department of Environmental Affairs and Developmental Planning*** will be the driver of the formulation of this framework *(PGWC, 2004: 6; PGWC, 2004: 3; PGWC, 2003: 6; PDC, 2005: 20; PGWC, 2005: 73 – 74; PGWC, 2005: 1; PGWC, 2005: 11; PGWC, 2006: 69).*

- **Co-ordination and Communication (Holistic governance):** The province faces many challenges but resources with which to achieve these challenges are limited. It is important that the government's resources be utilised in a way that provide maximum benefit. Cabinet Committees and Administrative Clusters have been established at provincial level to facilitate co-ordination and integration and minimise duplication. This will also ensure the optimal use of limited resources within the province. The ***Department of the Premier and the Department of Local Government and Housing*** will play a key role in facilitating this process *(PGWC, 2004: 6; PGWC, 2004: 3; PGWC, 2005: 11).*
- **Improving Financial Governance:** The province's most important tool in pursuing its developmental priorities is the provincial budget and the services that are funded by it. The iKapa Elihlumayo vision translates into a strategy to use the provincial budget as a whole, as well as a series of strategic partnerships to stimulate the economy and to open it up to wider participation. The ***Provincial Treasury*** will take the lead to further improve financial governance in order to improve overall efficiency of resource use *(PGWC, 2004: 6; PGWC, 2004: 3; PGWC, 2005: 11).*
- **Provincialisation of Municipality-Rendered Provincial Services:** The key challenge here is to find a way for the province to take over the responsibility for certain services that are currently rendered by municipalities on its behalf, from 2007 onwards *(PGWC, 2004: 6; PGWC, 2004: 3; PGWC, 2005: 11).*

These developmental priorities were derived from an overview of developmental challenges in the province. The process also included assessments of provincial service delivery, [MTEC (Medium Term Expenditure Committee)-Bilaterals, Efficacy reviews and Efficiency reviews] and thorough deliberations through the process that culminated in the Provincial Growth Development Summit of November 2003, where all the social partners pledged their commitment to developing their province. The Human Resource Development Strategy, the Micro Economic Strategy and the Social Capital Strategy gives direct expression to the three themes mentioned in the mission of the province, while the rest of the priorities provide transversal support for these three *(PGWC, 2004: 7)*.

Currently, there are 12 departments within the provincial government of the Western Cape and these have been established to ensure mutual performance on the achievement of the province's developmental priorities. ***To this end, and as can be seen in Annexure 3.2, departments have been organised within the context of Integrated Government: Different Jobs – Same Goals – One Plan*** *(PGWC, 2004: 8)*. The province is also obliged to oversee and support municipalities. The Provincial Government has to ensure that the Municipal Integrated Development Plans (IDPs) are integrated within the province's Growth and Development Strategy. This will also result in the vertical integration of municipal priorities with the functional departmental strategies. This creates ample opportunity and scope for inter- and intra-governmental integration, co-ordination and co-operation between spheres to focus resources on agreed upon priority areas *(PGWC, 2004: 10)*.

3.4 THE ROLE OF CLUSTERS AND CABINET COMMITTEES IN CO-ORDINATING AND FACILITATING DECISION-MAKING PROCESSES WITHIN THE STRUCTURAL FRAMEWORK FOR DEVELOPMENT IN THE WESTERN CAPE

Whilst the 12 departments operate within constitutionally defined functional mandates, departments are also mandated to promote and develop the Western Cape, according to the localised or provincial-specific objectives. In this regard, the province has shifted its attention to more integrated approaches towards service delivery. Integrated programmes will be driven by the newly established Administrative Clusters and Cabinet Committees.

3.4.1 THE ROLE OF CLUSTERS

Clusters will take responsibility for co-ordinating the strategies and projects that are related to specific priority areas. In this regard, the building of administrative and institutional capacity remains a priority, as does the establishment of effective partnerships with the social partners *(PGWC, 2004: 8)*. ***Annexure 3.3 illustrates the co-operative policy design, budgeting and service delivery process*** *(PGWC, 2004: 7; PGWC, 2005: 9; PGWC, 2004: 8)*.

The aim of ***Annexure 3.4 is to contextualise the operationalisation of programme and project management model processes*** that should be followed in order to enhance integrated planning and development management, as well as fostering the concept of co-operative governance, as requested by the Constitution of the Republic of South Africa *(PGWC, 2004: 16)*.

Structurally, the provincial integration and co-ordination machinery appears to be fragmented. Against this background, a potential overlapping of support structures and functions, especially in the context of the distribution of power and functions, roles and responsibilities between various units of the provincial government, appears to be ambiguous. Cognisant of this setback, it appears that the establishment of the planning framework for enhanced policy development and integrated planning and associated structures, should be established to accelerate the delivery of quality services in an integrated and sustainable manner and to expedite transformation of the public service institutions of governance.

The **institutional framework**, as currently in operation, does not link the agendas of the Provincial Top Management (PTM) with the Cluster system. This, therefore, causes an obvious breakdown in co-ordination between Clusters and the PTM. Due to the above, there is a lack of synergy between the functioning of the Cabinet Committees and that of its supportive Administrative Cluster. The current system does not also explicitly cater for defined interaction with external role-players as requested by the GDS framework agreement. There is also a lack of point of entry into the system to capture or synergize the local IDP strategic priorities with the provincial priorities, which are

established through the Premiers Co-ordinating Forum (PCF) with assistance from the PCF Technical Committee.

Within an integrated and co-ordinated planning and development management environment, the proposed model identifies the Department of the Premier (Policy and Strategic Management Chief Directorate) as playing a central, strategic management and policy advice role, as well as a secretariat support role *(PGWC, 2004: 1)*.

The following structures are role players in the process:

- **Cabinet**, as the apex of the government, approves the Provincial Growth and Development Strategy (PGDS) and sets the policy direction for the government. At the beginning of each year (January), the Premier and the rest of Cabinet goes on a Cabinet Lekgotla to discuss the priorities for the next financial year before the Budget Statement 2 is finalised. Heads of Department are also invited to such a Lekgotla. During such a session, Cabinet identifies the short to medium-term priorities, as well as their expected outcomes and outputs. This is also the ideal opportunity for the government to re-prioritise, should the need arise. It was, therefore, resolved that the Cabinet Lekgotla convene in January, once the PCF has met in November of the previous year. This will then allow the Cabinet Lekgotla to take into account Local Government's (municipalities) strategic priorities *(PGWC, 2004: 1 – 2)*.

- **Premier's Co-ordinating Forum (PCF):** Broadly speaking, the terms of reference of the above structure, among other things, includes, improving the integrated and coordinated development, in other words, alignment between Provincial Growth and Development Strategy (PGDS) and the Integrated Development Plan (IDP) alignment. The establishment of a co-operative model for communication and consultation between the spheres should reside with this structure *(South Africa, 2005: 18, 20; PGWC, 2006: 88 – 89)*.

- As a strategic policy and management advice, the **PCF Technical Committee** should be established and chaired by the Provincial Director General. This forum is strategic in nature and in content and, therefore, its primary mandate is

to provide technical advice to their political principals and also to deliberate on issues that should form the agenda of the PCF. Where appropriate, it could be used to track progress on the resolutions and tasks that were allocated at the previous PCF. This forum should convene at least two weeks prior to the PCF meeting *(South Africa, 2005: 20, 22)*.

- **Provincial Top Management (PTM) and Technical Experts:** Once Cabinet has identified their expected outcomes and outputs, it is then the responsibility of the Director-General, together with all the other Heads of Department, to identify the necessary programmes that will ensure the realisation of the expected outcomes/outputs. Such programmes should also be in line with the identified priorities, as indicated in the PGDS. Such programmes should be located within the various Clusters. Once agreement has been reached on the identified programmes, these programmes are presented to the various Cabinet Committees for approval. This should happen shortly after the budget speech *(PGWC, 2004: 2)*.

- **Cabinet Committees** are responsible to recommend, to Cabinet, the acceptance of the programmes identified by PTM before they are implemented. Cabinet Committees also screen and discuss all Cabinet memoranda and agenda items before it goes to Cabinet. Once the Cabinet Committees have recommended the acceptance of the programmes presented by PTM, they begin a process of monitoring progress on government priorities and expected outcomes. In this regard, Clusters have the responsibility to report back progress on programmes on a regular basis to the Cabinet Committees *(PGWC, 2004: 2)*.

- Once Cabinet Committees have made their recommendations regarding the programmes, **Clusters** indulge in programme and project management and, therefore, should report back to the PTM and the related Cabinet Committees. Clusters also identify the lead departments for the transversal projects and identify all the other role players. Clusters have the key responsibility to report progress on transversal programmes to the PTM and Cabinet Committees. Lead Departments have the responsibility to report project progress, on a regular

basis, so as to enable Cluster Chairpersons to report progress to the respective Cabinet Committees *(PGWC, 2004: 2)*.

- **Departments** are primarily responsible for implementing projects and, therefore, have to report back on Project Milestones to the Clusters. This is also the level where service delivery takes place.

The above-mentioned process takes place within the annual budget cycle. Once the cycle has been completed, the PTM attends a strategic planning session (October) to determine the next round of strategic priorities. These will be discussed at the Cabinet Lekgotla in November of each year and will form the basis of the strategic direction for the province during the next fiscal year. Cabinet then sets the policy direction for the following fiscal year, as well as for the next MTEF period.

By rendering secretarial support to the abovementioned entities in the system, the **Department of the Premier (Chief Directorate: Policy and Strategic Management)** will establish synergy through agenda setting between all entities that are currently amiss in the process of integration. Dedicated personnel will service as the functional entities to ensure continuity within the system. The Chief Directorate will assist Clusters with rendering policy and strategic management support through a High Level Cluster Support Unit, an Information Management Unit, as well as an Inter Governmental Relations Unit *(PGWC, 2004: 3)*.

The above mentioned Units will operate within a Matrix Management system, which will be operationalised within Programme context based on the six Pillars of Ikapa Elihlumayo, as well as the Programmes that should be developed for the ISRDP, as well as the URP. This Unit will also ensure that all related role-players will interface at the right time, on the right issue and with the right information within the Cluster system. Technical Committees, in support of Cluster, will be established to assist with the Programme design phase, whereafter the Programmes will be managed within a Programme and Project context. The Clusters will monitor and evaluate the progress made on the different Programmes by way of reporting on Programme milestones. By

following this methodology, the concept of a rolling agenda will be established that will enhance the agenda setting deliberations of the Secretariat *(PGWC, 2004: 4)*.

3.4.2 THE ROLE OF CABINET COMMITTEES

This section primarily deals with the following: the planning cycle of government; the Cabinet; the Cabinet Committees; the environment; critical linkages and the decision-making model.

Annexure 3.5 illustrates the framework of the planning cycle of government. This three year MTEF budget cycle for national and provincial governments begins on 1 April to 31 March the following year, whilst in the case of municipalities, commencement for the financial year is 1 July to 30 June the following year.

The provincial Cabinet comprises the following:

- Premier; and
- 10 MEC's responsible for:
  - Community Safety;
  - Finance and Tourism;
  - Transport and Public Works;
  - Health;
  - Social Development;
  - Environment, Planning and Economic Development;
  - Agriculture;
  - Education;
  - Cultural Affairs and Sport; and
  - Local Government and Housing *(Ahmed, 2005: 4)*.

Unless otherwise determined by the Premier, as the Chairperson of Cabinet, MEC's should bring the following matters for consideration to the Cabinet:

- All significant or sensitive policy issues, including new policy developments and amendments to existing policies;
- All matters, which may be deemed politically sensitive in the light of the political arrangement in Cabinet;

- Proposed discussion papers for public consultation;
- Matters that have a significant impact on either the public or the private sector;
- Matters likely to have a considerable impact on relations with other spheres of government, unions, the business sector or on community relations;
- Matters of an intergovernmental nature, which may impact on the government's ability to meet its delivery objectives;
- All proposals that will require new or amending legislation (for in-principle approval and endorsement);
- All important litigation matters for notification;
- Recommended organisational arrangements that will have an additional financial implication and / or impact on the macro organisation of the department and / or imply the shifting of functions between departments;
- All appointments of Heads of Department;
- All other Senior Management Service (SMS) posts for notification prior to appointment by the MEC;
- All appointments of Executive Members and Chief Executive Officers of Statutory Boards;
- Provincial Strategic Plans; and
- Strategic plans for Statutory Boards *(Ahmed, 2005: 5 – 7)*.

Figure 3.1 outlines the three Cabinet Committees and the following are the roles and functions of the Cabinet Committees:

- Cabinet Committees consist of MEC's and Heads of Department. The Heads of Legal Services and the Provincial Treasury should be available to offer advice when needed;
- Cabinet Committees provide the forum with more detailed consideration and discussion of policy and / or issues before referral to Cabinet;
- Almost all matters for decision by Cabinet are considered firstly by one or more Cabinet Committee. Cabinet Committees can only make recommendations, which have to be ratified by Cabinet;
- Cabinet Committees may refer matters to the Administrative Clusters for discussion and investigation;
- All Cabinet Committees will perform the following generic functions:

- Engage in creative and collaborative interaction on issues, which affect the entire sector and develop Cabinet memoranda relating to policy development and legislation for the sector;
- Evaluate Cabinet memoranda resulting from departmental policy development; and
- Strengthen capacity and systems development for integrated planning, co-ordination, monitoring and evaluation *(Ahmed, 2005: 9 – 10)*.

The Cabinet Committees are not a substitute for the Cabinet and can only make recommendations to Cabinet. Cabinet will consider any recommendations by Cabinet Committees. The Premier – in Cabinet – may refer a matter to a Cabinet Committee for finalisation, in which case Cabinet should be informed of progress *(Ahmed, 2005: 10)*.

Figure 3.2 outlines the critical linkages, whilst Annexures 3.6 and 3.7 illustrate the environment and the decision-making model. The role of the Cabinet Secretariat, in co-ordinating and facilitating decision-making processes, will ensure the implementation of well-formulated and strategic decisions *(Ahmed, 2005: 14)*.

3.5 THE NEW PROPOSED STRUCTURAL PROCESSES AND PROCEDURES FOR THE CABINET, CABINET COMMITTEES AND TECHNICAL TASK TEAMS

The government machinery generally speaks to sound governance practices, methodologies and institutions. The co-ordination strategy of the Western Cape government is an attempt to establish a new, enhanced and systematic way of managing the province of the Western Cape by implementing the principles of holism, alignment, co-ordination and integration in order to address South Africa's developmental challenges *(PGWC, 2006: 1)*.

The current decision making processes do not take sufficient cognisance of the nature of the co-ordination challenges in the province in that the cluster system is maintained without any connectedness between clusters with the resultant effect of:

- Cluster silos;
- A system failure to address and co-ordinate the Presidential special programmes and integrated responsibilities;

- Failure to plan in an integrated and co-ordinated manner;
- The current cluster system offers no more than mechanistic opportunities for meetings with no real broad based strategic support offered to the Cabinet Committees; and
- One of the major thrusts behind the need for a re-engineering of the Department of the Premier, was the lack of strategic policy support in terms of the leadership role, which is expected from that Department.

The new re-engineered establishment of the Department of the Premier has established three Branches of which two are developmental and outcome based in order to achieve holism, alignment, co-ordination and integration. Central to this rationale on policy level, is the dire need to align and integrate the new provincial strategic thrusts, with the different spheres' strategies in a focused way and the translation of these strategic thrusts into operational programmes that will direct all future operational interventions from the different spheres of government, parastatals and departments in a co-ordinated way towards seamless service delivery *(PGWC, 2006: 2)*.

In order to streamline planning processes and to bring the administrative and political planning environments closer, the re-engineered establishment of the Department of the Premier caters primarily for Cabinet Committees where the MEC's and their HOD's are clustered sectorally in order to plan collectively. Within this system, the purpose, functions and lines of communication and inter-relationships of every role-player will be defined within a clear institutional and methodological framework. This will provide for expedited decision making and more efficient and effective implementation.

The new cluster management methodology and process is illustrated in Annexure 3.8, whilst the diagrammatic model illustrates the proposed framework in Annexure 3.9.

The new structure includes three Cabinet Committees, which will be based on the existing sectors and composition as reflected hereunder. Cabinet Committees consist of MEC's and Heads of Department and are provided with secretariat and logistical support by the Directorate: Cabinet Services *(PGWC, 2006: 3)*.

The line departments that are linked to the **Economic Sector** are the following:

- Economic Development and Tourism;
- Environmental Affairs and Development Planning;
- Agriculture;
- Cultural Affairs and Sport;
- Local Government; and
- Transport and Public Works.

The line departments that are linked to the **Social Sector** are the following:

- Social Development;
- Health;
- Education;
- Cultural Affairs and Sport;
- Local Government and Housing;
- Community Safety; and
- Transport and Public Works.

The line departments that are linked to **Governance and Administration** are the following:

- Department of the Premier;
- Finance;
- Local Government and Housing;
- Community Safety;
- Transport and Public Works; and
- To ensure proper linkage with the national five-cluster system, all Justice, Crime Prevention and Security (JCPS) and International Relations, Peace and Security (IRPS) issues will be reported on at the Governance and Administration Sector meetings *(PGWC, 2006: 4)*.

In addition to the three Cabinet Committees, the Sector Co-ordination Committee (SCC) will be established. The SCC will consist of the chairpersons of all three sector Cabinet Committees and will be chaired by the Premier.

The roles and responsibilities of the roleplayers are as follows:

The **Sector Co-ordination Committee (SCC)** will consist of the chairpersons of all three sector Cabinet Committees and will be chaired by the Premier. The purpose of this Committee is to ensure synergy and proper co-ordination and alignment in terms of policy application and operational rollout of the programme plans. Its primary function is to assign provincial strategic issues to relevant Cabinet Committee(s) and Lead Department(s) according to:

- Relevance in terms of the strategic link to Departmental KMO's (key measurable objectives);
- Departmental legal and financial frameworks; and
- Organisational framework.

The SCC is, thus, a high level body that is mainly concerned with the integration and co-ordination across clusters. It focuses on the outcomes of programmes and not on the operational issues that are associated with the programme outputs. The Department of the Premier will provide support through the Chief Directorate: Monitoring, Evaluation and Review supporting this Committee in terms of impact assessment on provincial policy and strategies and the Chief Directorate: Policy Implementation Support reporting on programme deployment and rollout of the respective Technical Task Teams. This Committee may, in addition, institute a Technical Task Team, which focusses primarily on co-ordinating and communicating the activities of this Committee *(PGWC, 2006: 5)*.

The **Technical Task Teams** will consist of functional or Departmental experts and not necessarily Heads of Department but will be mandated by their respective Heads. The Cabinet Committee, establishing a Technical Task Team, will also appoint the Lead Department whose Head will act as convenor of such a Team and may identify and invite relevant external role-players to participate in specific related matters. The Technical Task Teams will function under the auspice of Lead Departments but will be assisted with programme development by the Chief Directorate: Policy Implementation Support of the Department of the Premier, which will ensure strategic alignment with all key policies, strategies and programmes, as well as to support the development of integrated, multi-functional provincial programmes. Administrative support will be

rendered by the Cluster Liaison Officer in the relevant lead department, who will be supported by officials in the Directorate: Cabinet Services. In special cases, a Technical Task Team may be led / convened by the MEC responsible for the Lead Department and / or another MEC identified by the Cabinet Committee and may include other MEC's. These Technical Task Teams provide a forum where the Heads of Department and MEC's, where applicable, can deal with the technical aspects of all cross-cutting issues. The convenors of such Technical Task Teams will be responsible for determining when the Teams will meet.

There are two types of Technical Task Teams:

- **Programme Planning Teams (PPT)**, which will be given a clear ToR by a Cabinet Committee to investigate, address and develop an appropriate programme plan to address a strategic issue; and
- **Co-ordination and Implementation Task Team (CIT)**, on submission of the programme plan to the Cabinet Committee by the PPT, the Cabinet Committee may establish a CIT, which is tasked by the Cabinet Committee to oversee the implementation and co-ordination of the programme plans. The membership of the CIT and the PPT for an issue may or may not be the same, depending on the skills needed.

The key function of the Technical Task Team is to:

- **Provide a forum** for the development of programme plans in order to enhance the co-ordination and implementation of those plans; and
- **Discuss and prepare inputs** requested by Cabinet Committees *(PGWC, 2006: 6)*.

In the new structure, the **Provincial Top Management (PTM)** remains with the same composition and with essentially the same functions, in order to co-ordinate administrative processes. The PTM is to advise the SCC on the assignment of provincial strategic issues to the appropriate Cabinet Committee(s) and Lead Department. The PTM will also support the Cabinet Lekgotla. PTM meetings are normally scheduled for every Cabinet Wednesday and secretariat support will be provided by the Directorate: Cabinet Services.

The **Cabinet Committees** will consist of MEC's, Heads of Department and secretariat support will be provided by the Directorate: Cabinet Services. Key officials should be available to offer advice when it is needed. Cabinet Committees provide a forum for more detailed consideration and discussion of policy and / or issues before referral to Cabinet. Almost all transversal and / or strategic matters for decision by Cabinet are considered firstly by one or more Cabinet Committees. After thorough consideration and discussion, the Cabinet Committees will make recommendations, which have to be ratified by Cabinet. Cabinet Committees may also take decisions on sector-specific issues. Cabinet Committees may establish Technical Task Teams (PPT and CIT). The Cabinet Committees will have the following generic functions:

- Engage in creative and collaborative interaction on issues affecting the entire sector and developing Cabinet memoranda, which relate to policy development and legislation for the sector;
- Analyse Cabinet memoranda, which result from departmental policy development;
- Strengthen capacity and systems development to integrate planning, co-ordination, monitoring and evaluation; and
- Evaluate progress on output indicators *(PGWC, 2006: 7)*.

The **Cabinet** provides strategic direction to the Western Cape provincial government and ensures effective decision-making, as well as the co-ordination, monitoring and implementation of government policy. The key functions of the Cabinet can be summarised as follows:

- Provide strategic direction to the government;
- Ensure effective decision-making;
- Ensure co-ordination, monitoring and implementation of government policy and priorities; and
- Maintain the effectiveness and integrity of government systems.

To co-ordinate and ensure the effective functioning and operations of Cabinet (including Cabinet related functions such as Cabinet Committees and special projects), a designated official from each department should be identified / appointed by the Head

of Department, after consultation with the relevant MEC(s), to assist the Directorate Cabinet Services.

The **Cluster Liaison Officers (CLO's)** will be required to:

- Act as link between the Directorate: Cabinet and Decision Making Support of the Department of the Premier, the Technical Task Teams and the Department on all Cabinet and Cabinet related business;
- Monitor all departmental Cabinet and Cabinet related documents to ensure compliance with format, timeframes and other guidelines, which includes consultation with relevant departments;
- Comply with the prescripts, guidelines and requirements of Cabinet and Cabinet related documents;
- Comply with the requirements of the Minimum Information Security Standards (MISS);
- Arrange for copies of all documentation for submission to Cabinet Committees and Technical Task Teams; and
- Secure and maintain all departmental Cabinet and Cabinet related documents *(PGWC, 2006: 8)*.

Heads of Department will be required to identify and appoint designated officials to act as the CLO's, after consultation with the relevant MEC's. Once the proposed cluster system is functional, a concerted communication action will be launched to introduce the system *(PGWC, 2006: 9)*.

3.6 SUMMARY

The second phase of the process of developing a Provincial Growth and Development Strategy is underway. This phase is intended to identify and design programmes that will bring life to the strategic vision and development priorities, as has been articulated. The second phase should be conducted in a participatory manner, which will ensure that all stakeholders in the province pool their efforts in order to set the foundation for sustainable and inclusive growth. The programme development phase of the Provincial Growth and Development Strategy does not replace the strategic planning processes within provincial government departments, but does provide a further distillation of the

provincial priorities, which individual departments have to tackle. By pursuing these priorities, departments will open themselves to far greater integration of their work with that of other departments within the provincial sphere of the government, as well as the local and national spheres of government. It is only through active and sustained planning and implementation within a shared framework and through integrated programmes, that the province will finally become unburdened by poverty and underdevelopment *(PGWC, 2004: 12; PGWC, 2005: 12; PGWC, 2006: 8 – 10).*

This chapter has mainly focused on the legislative and structural framework for development in the Western Cape. The developmental initiatives, priorities and structural processes will enhance the realisation of the ISRDP, in respect of the Central Karoo Node, which is explained in Chapter Four, as well as the URP in respect of the Khayelitsha and Mitchell's Plain Nodes, which will be expanded on in Chapter Five.

CHAPTER FOUR
INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP) IN RESPECT OF THE CENTRAL KAROO

4.1 INTRODUCTION

The previous chapters have dealt with an overview of the background and provided the reader with the theoretical aspects pertaining to achieve, maintain and enhance the quality of life through urban and rural development. This was followed by a legislative and structural framework for development in the Western Cape. Chapter Four explores an overview of the progress made, project implementation, institutional arrangements and communication mechanisms, key challenges and strategic thrusts, and recommendations and interventions with regard to the Integrated Sustainable Rural Development Programme (ISRDP) in respect of the Central Karoo Node. Furthermore, additional rural nodes will also be proposed.

The **Integrated Sustainable Rural Development Strategy (ISRDS)** emerged in the **late 1990s**, when the government had implemented a range of inter-governmental planning tools, which were aimed at enhancing efficiency and maximising the impact of public investments. These include the National Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategies and, in the local sphere, the Integrated Development Plans *(South Africa, 2004: 5)*.

After the **1994** general election, the government was guided by the **Reconstruction and Development Programme (RDP)**, which gave a powerful vision of what the government had to achieve, though little guidance as to how to do so effectively and efficiently *(South Africa, 2000: 14)*. The RDP set out delivery requirements and

standards. A year after the RDP, the government released the **Rural Development Strategy (RDS)** during 1995.

The key elements of the later ISRDS were visible in the RDS, which included:

- A demand-driven approach;
- Building local government capacity;
- Local-level civil / government co-ordinating committees to set local development goals;
- Local authorities to lobby all spheres of government for appropriate investments; and
- The importance of co-ordinating the government's work *(South Africa, 2004: 6)*.

The **1997 Rural Development Framework (RDF)** developed many of these themes, under the aegis of the Department of Land Affairs. The RDF highlighted the importance of co-ordinated planning, demand-driven development and emphasised cost recovery, arguing that "investment must be justifiable on the grounds of its potential to raise productivity and incomes, and to generate the income to pay for services". The Framework went further than the RDS in offering a definition of "rural". It re-emphasised the importance of the local sphere in co-ordinating development interventions and noted the failure of the provincial sphere to perform in this key area *(South Africa, 2000: 15)*.

It emphasised the challenge of achieving co-ordination in practice. The RDF identified critical issues, which face attempts to decentralise and co-ordinate rural development.

The ISRDS emerged from multiple sources and debate, including a debate at the highest levels of government:

- debating the nature of "rural development" – including definitions of "rural" and the content of "development"; and
- focusing on the need to appropriately sequence government work (from investment to reporting) in order to deliver sustainable and integrated services to rural areas.

After the second democratic general election of **1999**, the Lekgotla, cluster system and working groups were implemented, the Presidents Co-ordinating Committee had been constituted (though it took longer to get going) and integration was widely seen as a key challenge, which faces the government *(South Africa, 2000: 19)*.

As the government developed its thinking over time, it was agreed that rural development strategies were not established to stop rural to urban migration but to better manage the process. Properly done, migration could be stretched over scores of years rather than packed into a single decade-long rush to urban centres, as international comparative experience showed. Managing the natural resource base (mining, agriculture and conservation) with appropriate investments in business and social infrastructure, was the traditional area of rural development but the key variable was local government. Without effective local government, co-ordinating investments in response to demand-driven need identification, was impossible. By early **2000**, the government had developed the basis of the ISRDS *(South Africa, 2004: 6)*.

In **mid-October 2000**, a Cabinet memorandum was submitted and approved, which set out the skeleton of the ISRDS and appointed the IDT to facilitate the process. Between **October 2000 and early February 2001**, the **ISRDS** was developed. The Cabinet Memorandum of October 2000 – *A strategic approach to rural development* – laid the basis of the ISRDS *(South Africa, 2000: 1)*. Its key components included the following:

- A primary focus on generating rural economic activity, anchored in a LED-based approach;
- The nodal approach;
- Offering a "basket of services" drawn from existing government programmes;
- Recommending the Deputy President's Office as the locus of co-ordination;
- The need for "political champions" to co-ordinate planning and budgeting; and
- Using the MTEF planning process to align and integrate budgetary planning.

By **mid-November 2000**, two critical elements had been located and inserted. Firstly, the IDP process would be the mechanism for combining demand-driven

development, co-ordination and integration. IDPs were mechanisms for participative identification and prioritisation of local needs, around which all spheres of government had to agree; and in which empowered local government was critical. Secondly, the ISRDS was now explicit: there would be no Special Fund or funding stream. The ISRDS would have no budget. It would better plan, sequence and co-ordinate existing budgets and programmes.

In **January 2001**, the Department of Provincial and Local Government (DPLG) was given government responsibility for the ISRDS, reflecting the centrality of local government to the ISRDS. The IDT was given the responsibility to manage the implementation *(South Africa, 2000: 46)*. The IDT's duties and obligation towards the programme commenced on 24 October 2000 and DPLG on 24 January 2001 *(Central Karoo District Municipality, 2003: 1)*.

The President, Mr Thabo Mbeki, in his State of the Nation Address of **9 February 2001**, proclaimed the Central Karoo as one of 13 rural nodes that would be targeted through the Integrated Sustainable Rural Development Programme (ISRDP) *(http://www.anc.org.za/ancdocs/history/mbeki/2001/tm0209.html; South Africa, 2004: 1)*. The ISRDS presents the official strategy for rural development in South Africa. This presidential initiative defines its vision as to *"attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development" (South Africa, 2000: 1)*. Since the **launch** of the ISRDP, on **30 July 2001** in Beaufort West, a lot of preparatory work has been done in the Central Karoo to implement the programme *(South Africa, 2001: 3)*.

The aim of the programme is *"to ensure that by the year 2010 the rural areas would attain the internal capacity for. integrated and sustainable development" (South Africa, 2000: 1)*. The ISRDP has a ten year horizon (2001 – 2010), is based on a phased implementation plan and the roll-out began on 1 July 2001 through a targeted nodal development approach.

The programme entails sustainable local economic development, poverty alleviation, temporary and sustainable job creation, integration and co-ordination, institutional capacity, management and implementation of projects, rural economic development and socially cohesive and stable rural communities. ISRDP has a number of key principles for example integration, sustainability, delivery and co-ordination.

The programme is focusing on local economic development, social development, infrastructure and capacity building. ISRDP has a number of pillars for example co-ordinated delivery, institutional arrangements, stakeholder mobilisation, knowledge management and long range planning *(South Africa, 2004: 11)*.

The ISRDP will be implemented in the following five phases or critical path:

- Strategy definition;
- Strategy formulation;
- Implementation and business planning;
- Service delivery; and
- Monitoring and evaluation *(South Africa, 2001: 4)*.

The 13 rural nodes are as follows:

- Eastern Cape: Alfred Nzo, OR Tambo, Chris Hani and Ukhahlamba;
- Free State: Maluti a Phofung (Mofutsantyane);
- KwaZulu/Natal: Zululand, Umzinyathi, Ugu and Umkhanyakunde;
- Limpopo: Bohlabelo;
- Mpumalanga: Sekhukhune;
- Northern Cape: Kgalagadi; and
- Western Cape: **Central Karoo** *(South Africa, 2004: Pamphlet)*.

(See Annexure 4.1: Presidential Rural Nodal Points)

The initial nodal point in the Western Cape were identified as the Beaufort West and Prince Albert municipal areas. A political decision on provincial level has, however, been taken to include both the DMA (Murraysburg) and Laingsburg in the node, so that interventions in the Central Karoo would be addressed collectively and not in isolation *(PGWC, 2005: 2)*.

Subsequent to the announcement of the first set of nodes in February 2001, it was envisaged that the ISRDS nodes will be rolled-out for delivery implementation by July 2001. Government will announce a further 30 rural nodes by the end of 2001 *(South Africa, 2001: 6)*.

During **November 2001 – January 2002**, with the identification and implementation of anchor projects, the Strategy became a Programme. DPLG also compiled an **Implementation Strategy and Plan for the IRDP** during January 2002 and this document was discussed during a two-day workshop in the Central Karoo Node, which was held on **28 – 29 February 2002** in Beaufort West. During **March 2002**, the Nodal Delivery Team (**NDT**) was appointed. The Programme Manager and the three Social Facilitators were new appointments procured from the first transfer of the R5 million allocation (capacity building grant). The third trance of the R5 million was transferred to the Node in December 2002. At the IDTT meeting of November 2002, the Central Karoo was the only Node, which had an expenditure that complied with the Division of Revenue Act (DoRA) *(PGWC, 2004: 2, 6)*.

The first **stakeholder mobilisation workshop** in the Central Karoo Node was held on **14 – 15 June 2002** in Beaufort West. This brought about the notion of targeted stakeholders mobilisation that will take place on a bi-annual basis and will be based on project packaging. The project packaging will include the IDP as a whole. Apart from mobilising resources to finance the anchor and priority projects, this process was also expected to increase the awareness and participation of different stakeholders in the IDP / ISRDP processes *(PGWC, 2004: 10)*.

The programme has the following objectives: To reduce / alleviate poverty and under-development; to operationalise the vision of "**developmental local government** within a developmental state"; to pioneer innovative modes of planning, budgeting, delivery and governance (through alignment, coordination, integration); to champion, spearhead and showcase sustainable development in the 13 rural nodes viz-a-viz:

- local economic development;
- social development / integration / cohesion;
- human capital development; and

- environmental protection.

Progress made during the first decade of democracy: All nodes have adopted IDPs; PIMS Centres established in all nodes; IDT support structures in place for the ISRDP nodes; political champions in place for all nodes across all three spheres and guidelines developed for making political championship operational; technical champions in place for all nodes across all three spheres; the anchor projects are diversifying and creating condusive conditions for sustainable development; integration of the delivery of Free Basic Services at the nodes are beginning to occur; and the CDW programme, which is beginning to augment municipal delivery capacity.

The main challenges are as follows: IDPs and PGDSs are not aligned and, therefore, absence of a consistent frame of reference for ISRDP at local and provincial level; unpredictability in planning and budgeting, resulting in some nodes not being optimally funded; inadequate capacity to implement effectively at nodal level; some projects, which are designed and implemented at nodal level do not promote sustainable development; visibility of Political Championship in some instances; and cooperation between Technical Championship across three spheres require strengthening.

The priorities for 2004 / 2007 are as follows: Institutionalise existing alignment approaches across the three spheres to strengthen co-ordination on ISRDP; maintain current ISRDP initiatives and tailor them towards promoting the integration of the parallel South African economies; develop new initiatives to promote the integration of the dual South African economies; align IDPs and PGDSs and embed ISRDP within these instruments; develop and maintain learning networks on ISRDP to share and replicate "best practice"; provide strategic leadership and information service on ISRDP; co-ordinate the monitoring and evaluation of the ISRDP; and communicate and market the ISRDP *(Molapo, 2004: 9 – 11)*.

4.2 CENTRAL KAROO NODAL POINT

This section focuses on the development in the Central Karoo, since it was proclaimed as one of 13 rural nodes that would be targeted through the ISRDP. This is explained in the paragraphs that follow.

4.2.1 NODAL OVERVIEW / PROFILE

The Central Karoo is the largest and poorest region in the Western Cape. It is sparsely populated and the distances between towns are great. Although the Karoo is a vast semi-desert area, it is one of the world's most interesting, arid zones. The total population of the Central Karoo District is about 56 500, with a Gross Regional Product of only R581 million *(PGWC, 2002: 1)*. The two leading sectors in the regional economy are agriculture and tourism. Beaufort West in the biggest town in the region, with an estimated population of 31 522, or just under 56% of the region's population. The other major towns in the region are Prince Albert, Murraysburg and Laingsburg.

Beaufort West is the economic, political and administrative heart of the Central Karoo. Located about 460km north east of Cape Town, the town was founded on the farm Hooijvlakte in 1818. Beaufort West was originally established as a service centre for rail and road transport and, to a lesser degree, for rural agriculture. The *raison d'etre* for the town's existence is, however, the railways. It is reported that during the 1970s and 80s, 90% of the towns economically active people were employed by the railways. Even though both rail transport and agriculture are in decline in terms of economic opportunities, the town has managed to maintain a minimal level of growth owing to the high volume of passing road traffic. The National Road from Cape Town to Johannesburg (N1) bisects the town and is still responsible for generating a significant portion of the town's income *(Central Karoo District Municipality, 2005: 31)*.

The town is currently structured into 10 sections:

- Hillside (including Barakke and Toekomsrus);
- Kwa Mandlenkosi;
- Rustdene;
- Hospital Hill;

- Lande;
- Newtown;
- Essopville;
- Historical Town Centre (including Noord Einde);
- Prince Valley; and
- Nieuveldtpark.

The town has all the features of a modern town, including shopping centres, a magistrates court, internet cafes, hotels, medical facilities, restaurants and all the other amenities and services, which are usually found in modern towns around the world *(PGWC, 2002: 2)*.

Nelspoort is a small dormitory settlement, which is located about 42km north east of Beaufort West. It was developed around the construction of a Tuberculosis (TB) Sanatorium and was, as such, located a distance away from the nearest town, Beaufort West. Originally, the settlement essentially comprised the hospital and residences for staff. Presently, a school has been built in the town but almost no other services are available. Apparently, a female member of the British royalty was cured of TB while staying on the farm Nelspoort and created a Trust Fund for the establishment of a TB hospital. There are no shops or services in Nelspoort.

Nelspoort is not a "registered" urban or rural settlement. All the land on which the hospital and houses of the people are built, belongs to the Department of Health. This creates all sorts of planning problems, as the hospital has downscaled its activities over the past few years, reducing the need for large numbers of staff, supplies and other services. The hospital has, however, agreed to limit its downscaling to 100 beds. According to residents, "institutional rivalry" between the Departments of Health and Agriculture (who owned the farm) has resulted in a continuous downscaling of the activities on the farm and its eventual "closure". What used to be a thriving, albeit state, subsidised farming enterprise, which produced milk, eggs, broilers, mutton and lucerne, is now virtually abandoned, with only three people still employed to look after a flock of sheep.

The residents blame the government for their current plight. They say that there is no consistency. Every change in government structures since 1984 has affected their lives. Community leaders maintain that changes in the government (politicians and senior civil servants) continue to have negative effects on their lives. There also seems to be no decision making. Although the community has been visited by at least six different task teams in recent years and reports are produced regularly, they have still not seen any "action" or delivery. Residents would like to see the farm and hospital rejuvenated and the railway station rebuilt, especially in lieu of the fact that much of the infrastructure is currently not in use and suffering neglect. Discussions are currently underway to have Nelspoort proclaimed a town, under the Beaufort West Municipality *(PGWC, 2002: 23)*.

Laingsburg is a small town, which is situated on the banks of the Buffelsriver in the Central Karoo about 200km from Cape Town. It is well known for the 1981 flood that devastated a large part of the main town, although little evidence of the flood remains. Laingsburg was originally established as a service centre for rural agriculture and rail transport. Both these sectors are in decline in terms of economic activities and the advances in communication technology and road transport have resulted in redirecting much of the economic activity to larger centres such as Cape Town and George. The National Road from Cape Town to Johannesburg (N1) bisects the town and is responsible for generating a significant portion of the town's income *(Central Karoo District Municipality, 2005: 43)*.

The town is currently structured into four sections:

- Centralised "Oudorp" including the main business areas;
- Nuwe dorp on the Western bank of the river;
- Bergsig, an RDP housing development on the western extreme of the town; and
- Goldnerville on the eastern extreme.

In addition, the area includes farmland, as well as the settlements of Matjiesfontein (hotel and 28 houses) and Konstabel (3 houses). The Ou and Nuwe dorp settlements are predominantly white, whilst Bergsig and Goldnerville are predominantly inhabited

by the coloured community. The black population is very small, at +/- 20 persons *(PGWC, 2002: 5)*.

Prince Albert was established in 1762 when a loan farm named *Kweeckvalleij* "the valley of cultivation and plenty" was established in the northern foothills of the Swartberg mountain range, which marks the southern boundary of the Central Karoo. The town is 400 km north of Cape Town and 170 km south west of Beaufort West. It is an established agricultural hub and tourist destination, which is popular for its scenic beauty, rich natural history, awe-inspiring ecosystems and rich biodiversity. District roads radiate out of Prince Albert, connecting it to its satellite towns of Prince Albert Road on the N1(45km to the north west), Klaarstroom on the R329 (55km to the east), and Leeu-Gamka on the N1(55 km to the north) *(Central Karoo District Municipality, 2005: 54)*.

According to the Prince Albert Integrated Development Plan, four geographical areas constitute the municipality. These are Prince Albert, Leeu-Gamka, Klaarstroom and the Rural Area. For the purposes of this study, only three (excluding the rural area) have been included. Prince Albert has been divided into five "suburbs":

- Prince Albert, including centralised "Dorp" with the main business area and predominantly white residential area;
- North End, Prince Albert's predominantly coloured residential area;
- Klaarstroom;
- Leeu-Gamka: including Leeu-Gamka and Newton Park; and
- Prince Albert Road.

Prince Albert "Dorp" is the only suburb, which offers essential community services *(PGWC, 2002: 2)*.

Murraysburg lies on the R63 road between Victoria West and Graaff-Reinet. It is a typical, historical, small Karoo farming town and was established in 1885 as a Dutch Reformed parish led by Reverend Murray on the farm Eensaamheid. As the town developed, it grew into an agricultural support centre. The area is well known for the quality of its wool and mohair. The town is steeped in a rich historical heritage, boasts the oldest library building in the Western Cape and was known as a rebel town

in the Anglo Boer War. Tourists are attracted to game hunting, bushman paintings, fossils and the ecology of the area.

Murraysburg is now an exceptionally poor town. In line with development trends in many rural towns, recent years have seen a number of local businesses moving to larger towns, citing a decrease in local support as their primary motivation. Currently, ABSA Bank has considered closing their branch (the only bank in town); the local bottle store is on the market for sale, as is the petrol station. A survey conducted by CSIR, in 2002, showed an unemployment rate of 63%. Both the Clinic and Intermediary School have experienced local children breaking in to steal food (valuable items such as computers and medication were untouched). Social problems abound and many locals are of the opinion that the only thriving businesses in town are the shebeens. Alcohol abuse is prevalent and, as in the case of other rural towns, "All-Pay-days" are particularly bad.

The town is currently structured into four sections:

- Centralised "Dorp", including the main business area;
- Rooivlakte (Coloured area on the outskirts of town);
- Dassiesblok (for the purpose of this study, the few developments in Kwazekele [including the primary school] have been included as part of Dassiesblok); and
- Kwazekele – this section has been planned but not developed as yet *(PGWC, 2002: 2)*.

(See Annexure 4.2: Central Karoo Rural Nodal Point)

4.2.2 BACKGROUND / OVERVIEW OF PROGRESS

This section focuses on an overview of the progress made, in terms of institutional capacity, social cohesion, access to government services, infrastructure and local economic development, in the Central Karoo. This is explained in the paragraphs that follow.

4.2.2.1 Institutional Capacity (nodal co-ordination and support of national and provincial departments)

For the implementation of the ISRDP, the node had no additional capacity to do justice to the programme. Consequently, a Nodal Delivery Team (NDT) was established in 2002 comprising seven officials. This includes a Programme Manager, a Financial Controller and a Planner from the Planning and Implementation Management Support System (PIMSS), which supports all municipalities in the Central Karoo region with their planning and implementation activities. In addition, the Central Karoo District Municipality appointed IDP co-ordinators / social facilitators by creating planning and implementation capacity at a local municipal level. This also enhanced the co-ordination and integration between the two municipal spheres.

To address the economic challenges in the region, an Economic Development Unit (EDU) was created to co-ordinate economic development in the entire district. This unit is funded by the provincial Department for Economic Development and Tourism.

The node is co-ordinated by the provincial Department of Local Government and Housing, which convenes Nodal Management Committee meetings (municipal managers, PIMSS manager, LED manager and the provincial Independent Development Trust programme manager). Provincial and national departments interact with the node on a regular basis through the Nodal Management Meeting, depending on the agenda. Through this strategy, provincial and national stakeholders have been mobilised and 33 of 36 anchor and priority projects have been resourced *(PGWC, 2005: 1 – 2; PGWC, 2005: 1; PGWC, 2005: 6 – 8)*.

Although this process has improved intergovernmental co-operation, there is still room to improve the alignment and participative planning processes of provincial and national departments.

4.2.2.2 Social Cohesion

Negative publicity drew extensive attention to the District Municipality with the appointment of the municipal manager, as well as the broadcasting of the child prostitution documentary on Special Assignment *(Malan, 2005: 15; Smith, 2005:*

14). The media coverage of social problems in Beaufort West, during 2005, has highlighted the challenges that still need attention in the node. Due to a lack of recreational and economic opportunities, many young people are drawn into drugs or prostitution and associated lifestyle choices. To date, projects in the node have not sufficiently targeted the social problems that are identified in the district IDP and nodal business plan, nor the underlying reasons. The provincial focus on building social capital will influence further planning in the node, so that holistic approaches to addressing these social issues are developed. The node is currently constructing a sports stadium that will enhance social cohesion but will also be utilised as a training site for the upcoming 2010 Soccer World Cup, if approved by SAFA. The South African Police Services, in partnership with the provincial Department of Community Safety, co-ordinated by the provincial Department of Local Government and Housing, commissioned an integrated Crime Prevention Strategy, which entails a total budget of R591 940.00. A draft strategy document has been completed along with an implementation framework for each municipality, which includes plans for monitoring and evaluation *(PGWC, 2005: 2; PGWC, 2005: 2; PGWC, 2005: 8 – 9)*. The Central Karoo Crime Prevention Strategy aims to protect current and future investments made by the ISRDP partners, as well as to address the causes of crime and social decay *(CSIR, 2005: 2, 20)*.

The District Municipality is responsible for community liaison. Community meetings are convened to discuss issues such as the IDP but there is no dedicated community forum for the ISRDP. Community participation in ISRDP processes will be increased, for example, through the strengthening of ward committees.

4.2.2.3 Access to Government Services

Before the Central Karoo was designated as a development node, a few government departments had plans to close their offices in the Central Karoo. With the announcement of the node, these departments have strengthened and intensified their services. An example is the provincial Department of Social Services and Poverty Alleviation, which facilitated easy access to pay points for beneficiaries of social grants. The national Department of Land Affairs (DLA) appointed dedicated officials to support the land reform process. The national Department of Environmental

Affairs and Tourism (DEAT) appointed two officials who would support with the environmental issues.

Beaufort West is currently the only municipality that has a complete and operational multi-purpose community centre (MPCC), which makes provision for formal and informal training, GCIS, Home Affairs, a municipal housing office, Municipal Water Reading office and a photo shop. Laingsburg's MPCC is in its final construction phase, whilst both Murraysburg and Prince Albert are planning to instill a MPCC facility. It will be important to monitor the effectiveness and impact of the MPCCs as they become fully operational.

The provincial Department of Education initiated a Learner's Drivers License project with 20 candidates in the Central Karoo chosen from the ABET (Adult Basic Education and Training) Centre, as well as the training of 30 teachers in technology, which included a technology kit for each school valued at R4 700.00.

The node was able to appoint a TB / HIV and AIDS District Co-ordinator through the Global Fund to address community-based care, food security, care for vulnerable children, persons living with HIV/AIDS and HIV/AIDS awareness days. The total investment is R40 million of which R400 000.00 had been transferred to the District Municipality.

33 Community Development Workers (CDWs) have been appointed across the district to enhance the interaction between communities and the municipalities. A second group has been recruited and sent for training in Cape Town *(Visser, 2005: 21)*. In addition, computer laboratories have been installed at primary schools in Laingsburg, Beaufort West and Prince Albert, which are accessible to the learners and the communities, as well as the installation of Internet terminals in Post Offices throughout the district *(PGWC, 2005: 3; PGWC, 2005: 3; PGWC, 2005: 10 – 13)*.

4.2.2.4 Infrastructure

The node deliberately focused its energy on infrastructure and housing provision as this was a tangible demonstration that there is capacity in the node to implement once priorities were linked to resources. To date, there has been considerable progress in

terms of service levels in the Central Karoo, with household access to basic services increasing by between 30% and 55% to almost 95%, depending on the service, in spite of the fact that a number of roads still require upgrading and construction. The bucket system of sanitation does not exist anywhere in the District. In 2005, a service delivery audit, which was commissioned by the provincial Department of Local Government and Housing, showed an accepted level of services delivered by municipalities although a backlog remains. The Node is addressing this through Project Consolidate, which focuses on the provision of housing whereas water and sanitation has been provided for through the anchor projects. In addition, an amount of R26 163 200.00 has been allocated to the node from the Municipal Infrastructure Grant (MIG), which will enable the node to reduce the existing service delivery backlogs *(PGWC, 2005: 3; PGWC, 2005: 3; PGWC, 2005: 4 – 5)*.

Due to significant progress in addressing basic services backlogs, the node has shifted its focus to economic and social development.

4.2.2.5 Local Economic Development

Through the implementation of various projects, the node had managed to create 2 930 temporary employment opportunities and 155 permanent employment opportunities. The main driver in the economic sector in the Central Karoo, is agriculture. The Hydroponics, Essential Oils and Leather projects are regarded as anchor projects that link with other initiatives. However, economic development has not been as high a priority as infrastructure. A few projects have been planned as part of the list of anchor projects but they will not create sustainable employment opportunities to scale and volume and that would cause a considerable decrease in the unemployment rate. Currently, 35% of the population, which is economically active, is unemployed. This poses serious challenges for the node, as unemployed people migrate to areas where there are job opportunities available. This, in most cases, results in the disintegration of families and other social issues.

The node has, therefore, re-focused its efforts regarding economic development through the Business Opportunities Conference of September 2004 which enabled the node to identify future economic development opportunities. The Western Cape Trade and Investment Promotion Agency (Wesgro) has begun to promote economic

opportunities in the node domestically and internationally. A similar conference will be hosted in Cape Town in 2006, where business opportunities in both the urban and rural nodes will be exhibited. Local economic development, therefore, has become the primary agenda of the Central Karoo. The District Municipality has completed its LED plan for the region, which was approved in December 2005.

The provincial Department of Economic Development and Tourism has conducted significant research into the economic growth sectors in the Western Cape and it will disaggregate this information to a local municipal level (this programme is known as "Die Plekplan"). The Department also supports the Central Karoo District Municipality with a region-wide LED strategy and assists the municipality to translate the strategy into implementation plans. In addition, the Department is in the process of launching the Real Enterprise Development (RED Door) initiative in Beaufort West and has funded an Economic Development Unit to focus on economic development in the district *(PGWC, 2005: 3 – 4; PGWC, 2005: 3; PGWC, 2005: 9 – 10)*.

The bright prospects for the uranium industry near Beaufort West could attract investment and could result in drastic changes in development within the Central Karoo. Aflease Gold and Uranium Resources indicated that their applications for a total area of over 500 000ha have been accepted by the national Department of Minerals and Energy. This includes 403 000ha in the Karoo, with extensive areas near Beaufort West. The Beaufort West deposit is a typical sandstone deposit and eight boreholes have been drilled at Beaufort West. Licence applications have been accepted and the company hopes to be in production by the end of 2006 *(http://www.mineweb.net)*.

Annexures 4.3 to 4.6 illustrates the photo galleries with regard to projects and special events in Beaufort West, Laingsburg, Murraysburg and Prince Albert.

4.2.3 PROJECT IMPLEMENTATION: IDENTIFICATION OF ANCHOR AND PRIORITY PROJECTS

The strength of the strategy lies in its emphasis on a mechanism that can achieve results on the ground. That mechanism empowers rural stakeholders to use the IDP

process to select programmes that address their priorities. The basket of selected programmes is financed at the municipal level through an expenditure envelope comprising the municipal budget, the commitments of the line departments through the IDP process, commitments of donor organisations and NGOs and public and private partnerships. Although these resources were available in the past, they lacked an integrative mechanism *(South Africa, 2000: x)*. The primary source of funding is anticipated to come from better synergy of existing programmes rather than the allocation of significantly more funds to rural development in aggregate *(South Africa, 2000: ix)*.

To initiate the ISRDP, key developmental issues were identified in the 13 pilot nodes but with a particular focus on the softer, human aspects of development. ***Anchor projects*** were then identified by all stakeholders (Nodal Municipalities, National and Provincial Departments, as well as parastatals) to initiate this 10 year programme.

During a workshop, which was held on **13 – 14 November 2001**, in Beaufort West, **16 key anchor projects** for each municipal area were identified to initiate this 10 year programme. The value of these projects exceeded R42 million. It was divided as follows:

- Beaufort West Municipal area - R16 771 million
- Prince Albert Municipal area - R13 422 million
- Laingsburg Municipal area - R 4 192 million
- District Municipal area and DMA - R 8 545 million

Total R42 930 million

(PGWC, 2004: 1 – 2)

During November 2001, the Central Karoo District Municipality compiled a Business Plan for nodal delivery regarding the Integrated Rural Development Programme (IRDP) and the schedules of projects that were identified during the above-mentioned workshop *(Central Karoo District Municipality, 2001: 9)*.

By October 2002, 13 of the 16 anchor projects, to the value of R42 million, identified by all stakeholders (National, Provincial and Node) had been completed, whilst 3

projects remained outstanding. Projects to the value of R36 million had received funding *(PGWC, 2004: 8)*.

In addition to the Anchor Projects, Priority Projects are annually identified. These projects reflect the critical developmental initiatives that are required to achieve the goals indicated in the IDP's. Departments were requested to become involved in these projects in order to ensure their rapid delivery. A workshop was held on **8 – 9 October 2002** *to prioritise* **22 additional / priority projects** *(with a total value* of R67 234 000.00) with all relevant nodal role-players, national and provincial departments, as well as NGO's and parastatals. A follow-up **project / budgeting prioritising workshop** was held on **11 February 2003** in Beaufort West *(PGWC, 2004: 8)*.

The strategic thrust of the anchor projects was to improve infrastructure and basic services. In addition, a limited number of local economic development projects were targeted to impact on unemployment and address immediately available economic opportunities within the node. With the shift to priority projects, the focus still includes infrastructure and developing economic potential but was broadened to address areas of social upliftment, land and agriculture and environmental sustainability. The focus on infrastructure is concentrated around the provision of housing within the node. The provision of housing, however, necessitates the provision of other basic services that will inevitably place an additional financial burden on the affected municipalities. The node, therefore, took a deliberate decision to shift its focus to economic development activities that would reduce unemployment, increase sustainable employment opportunities and re-shift its focus to tourism development. The improvement of infrastructure, service levels, provision of adequate housing and adequate health facilities remain priorities for the node but have become secondary activities. The node had implemented a successful Business Opportunities Conference (BOC) in September 2004, which was the first event of this nature.

The Department of Local Government, as the co-ordinating provincial department, together with the national Department of Provincial and Local Government (DPLG), the Central Karoo Node, the Independent Development Trust (IDT) and the

Development Fund of the Development Bank of Southern Africa (DBSA), organised and funded a **Business Opportunities Conference - Building Partnerships in the Presidential Central Karoo Node**, which took place on **8 and 9 September 2004** in Beaufort West. The aim of the programme is to facilitate co-operation between government, parastatals and the private sector to increase the impact of developmental initiatives. Thus far, the programme has led to the dramatic increase in spending within the district. The challenge, however, is to attract parastatal and private sector involvement in these development initiatives *(PGWC, 2005: 5)*.

The Central Karoo Node has identified projects, which are contained in a brochure to address social and economic development and to provide an opportunity for the private sector to partner national, provincial and local governments.

The purpose of the conference was:

- To raise the awareness of the Integrated Sustainable Rural Development Programme (ISRDP) and its objectives;
- To showcase progress and challenges, as well as plans for the future;
- Explore business opportunities – public, private partnerships; and
- Seek funding and investment commitment to the Central Karoo Node *(PGWC, 2004: 1 – 2; Mmela, 2004: 2)*.

The conference took place over one and a half days, which began on the afternoon of the 8 September with registration and a gala dinner at the Karoo National Park. The following day, the 9 September, the conference was addressed by provincial and national politicians and business figures. Business opportunities were explored through an interactive forum *(Van Rooyen, 2005: 23)*.

The following resolutions were taken to take this process forward, which would ensure the involvement of the private sector in the future:

- The Central Karoo District Municipality, along with the local municipalities in the Node, will meet with local business people and the organized agriculture sector in order to redefine the economic objectives of the region. The aim of this meeting will be to enable the District Municipality to develop an economic development plan for the region;

- During November 2004 Wesgro will be responsible for the arrangement of a strategic discussion with the Municipalities in the Central Karoo to determine the way forward with regard to the identified socio-economic projects, future investments and private sector involvement; and
- The provincial Minister of Local Government and Housing requested feedback at the end of November 2004 with regard to the progress made *(PGWC, 2004: 5; PGWC, 2004: 1)*.

Since the conference, the Central Karoo District Municipality has appointed PricewaterhouseCoopers to compile a *Status Quo Assessment regarding Local Economic Development in the Central Karoo Node*. This report indicated the main focus points for the four preferred areas to unlock LED opportunities *(PGWC, 2005: 6; Central Karoo District Municipality, 2005: 9)*. The Business Opportunities Conference was followed up with a **Project Analysis workshop** that took place on **17 February 2005** in Beaufort West. The purpose of this workshop was to ensure the buy-in of all the stakeholders and not only the private sector and to recommend specific interventions to the national Cabinet.

The Central Karoo District Municipality (Beaufort West, Laingsburg, Prince Albert and Murraysburg) has been identified as one of the 11 Municipalities in the **Project Consolidate Programme** in the Western Cape. To spearhead Project Consolidate in the District Municipality, Council decided to collapse the PIMS Management Committee and the Programme Management Unit (PMU) for MIG into one Committee. This Committee with representation of all Municipalities within the District, will spearhead the following:

- PIMS (Planning, Implementation and Management Support);
- EPWP;
- MIG; and
- Project Consolidate.

The Central Karoo District Municipality has been identified as part of the early deliverables in terms of capacity support. Capacity audits have been completed in all the Municipalities within the District *(Central Karoo District Municipality, 2005: 34 – 35)*.

For details of progress made with the implementation of projects in the Central Karoo, refer to Annexures 4.7 and 4.8: Anchor projects, 2001 – 2003; Priority projects, 2003 / 2004; the Macro Economic Development projects and Economic strategies that initiated economic development in the node; Business Opportunities Conference projects; as well as the Project Consolidate projects and the Western Cape provincial contributions to ISRDP in the Central Karoo.

4.2.4 INSTITUTIONAL ARRANGEMENTS AND COMMUNICATION MECHANISMS

This section focuses on an overview of the progress made, in terms of institutional arrangements, marketing and communication mechanisms. This is explained in the paragraphs that follow.

4.2.4.1 Institutional Arrangements

The national Cabinet appointed the Independent Development Trust (IDT) as a co-ordinating support agent with responsibilities to support the establishment and implementation of the ISRDP at all levels of its operation *(South Africa, 2000: 46)*. The contractual accountability of the IDT is captured in a **Memorandum of Agreement (MOA)** entered into between the national Department of Provincial and Local Government (DPLG) and the IDT during August **2002** *(South Africa, 2002: MOA)*. During August **2003** the provincial Department of Local Government, the Independent Development Trust (provincial office) and the Central Karoo District Municipality confirmed, in principle, their respective roles and responsibilities in the ISRDP, as per a **provincial Memorandum of Agreement (MOA)** and, thereby, established a strategic management relationship to undertake the management, planning, co-ordination, implementation, monitoring and evaluation of the ISRDP *(PGWC, 2003: MOA)*. The **core principles and values**, which underpin the activities and operations of the above-mentioned parties are:

- To promote participatory development in an integrated manner by involving local communities and all three spheres of government in relevant decision-making processes concerning programmes that affect them;
- To promote co-operative governance across and within all three spheres of government to pursue the ISRDP objectives;

- To support and promote the principles of Batho Pele and the basic values and principles, which govern public administration, as set out in Section 195 of the Constitution;
- To develop the capacity of local government to ensure the effective implementation of the ISRDP;
- To adhere to the principles of good corporate governance and the requirements of the Public Finance Management Act of 1999 (PFMA); and
- To, in particular, target the rural poor, woman, youth and the disabled *(South Africa, 2002: 3; PGWC, 2003: 2 – 3).*

National Department of Provincial and Local Government has the following responsibilities:

- the overall design, planning, co-ordination, management, implementation, monitoring and evaluation of the ISRDP;
- the preparing and submitting of reports, all memoranda and information to the national Cabinet concerning progress in relation to the ISRDP;
- interacting and communicating with the relevant national Cabinet Committees and the Committees for Director-Generals to receive and assess all decisions, reports, comments and input;
- co-ordinating, initiating and overseeing all interaction between the above-mentioned Clusters and other persons and institutions involved in the ISRDP, in order to ensure harmonious and effective co-operation and utilisation of resources;
- co-ordinating at national government level all the ISRDP resources, initiatives and other actions to ensure that the ISRDP objectives are achieved;
- convening and chairing the ISRDP Task Team (ISRDPTT), comprising of national Departments, the relevant provincial Departments, the relevant Nodal Municipalities and the Independent Development Trust, to work together in an integrated manner and to provide appropriate support, resources and guidance to the rural nodes;
- developing, finalising and implementing a monitoring, reporting and evaluation system for the co-ordination of the ISRDPTT and the stakeholders mobilised for the ISRDP;

- facilitating and ensuring the procurement of agreements with all relevant national and provincial Departments, Municipalities and / or State Organs and to enter into the appropriate agreements with these institutions where it relates to the implementation of the ISRDP in general;
- promoting an effective and efficient Intergovernmental Relations (IGR) framework for interaction, communication and reporting to all the relevant parties on political, governmental and operational levels to achieve the ISRDP objectives;
- liaising and consulting with the Departments identified in forming part of the ISRDP to ensure that the funds allocated for the ISRDP are timeously transferred to the relevant institution(s) / body(ies) tasked with the administration thereof;
- supporting the preparation of all IDP's, as outlined in the Municipal Systems Act, No 32 of 2000, through, inter alia, working closely with national departments, provinces, strategic partners and relevant stakeholders;
- putting processes in place and to ensure that IDP's are annually reviewed, realigned and approved; and
- developing, implementing and annually updating a communication plan and strategy for the ISRDP *(South Africa, 2002: 4 – 5)*.

Provincial Department of Local Government and Housing has the following responsibilities:

- the overall co-ordination, monitoring and evaluation of the programme at a provincial level;
- preparing and submitting reports, all memoranda and information to the provincial Cabinet concerning progress in relation to the ISRDP;
- interacting and communicating with the relevant provincial Cabinet Committee to receive and assess all decisions, reports, comments and input;
- co-ordinating at provincial level all the ISRDP resources, initiatives and other actions to ensure that the ISRDP objectives are achieved;
- convening and chairing the Provincial Inter-Departmental Task Team, comprising of the relevant provincial Departments, to work together in an integrated manner and to provide appropriate support, resources and guidance to the node; and

- co-ordinating, monitoring and evaluating the nodal implementation plan, management plan and communication plan and strategy, for the ISRDP *(PGWC, 2003: 3 – 4)*.

Independent Development Trust is responsible for:

- Preparing a nodal Operational Plan for the node;
- For performing the following duties in the Central Karoo Node:
  - support and assist the municipalities, through, inter alia, working closely with the municipalities, existing nodal "Planning, Implementation, Monitoring and Management" centre (the PIMSS-Centre) and other relevant stakeholders to prepare, manage and implement their IDP's;
  - ensuring integration of projects and programmes emanating from the local IDP's;
  - facilitate the institutional, organisational and human capacity building to enable the node to achieve its IDP and ISRDP objectives;
  - prepare a written framework for and assist with the implementation of mobilising stakeholders in the node; and
  - develop, finalise and implement an ISRDP monitoring, reporting and evaluation system for the IDP's in the node, which should ensure comprehensive monthly nodal reports.
- To collaborate, support and work with the provincial government to:
  - ensure that all political development initiatives are integrated in the nodal projects and programmes;
  - ensure that they assist and support the IDT in the performance of its duties in the node;
  - to facilitate and ensure the procurement of agreement with relevant national and provincial departments, local authorities and / or organs of state where it relates to the implementation of the IDP's *(PGWC, 2003: 4)*.

The District Municipality is responsible for:

- overall co-ordination and integration of programme implementation at nodal level;

- identifying appropriate projects, allocate and manage funds in accordance with the requirements of sector departments;
- ensuring that the financial management systems for all projects are complied with and attend to anomalies that may occur in this regard;
- developing a monitoring and reporting system to ensure that the PIMMS and Nodal Delivery Team (NDT) collaborate their activities in support of the programme;
- ensuring that the NDT, in particular, perform their duties according to their terms of reference to ensure problem free delivery of the programme;
- identifying capacity building and training requirements for the NDT with a view to eliciting support from the management team;
- ensuring inter-departmental co-ordination and integration in line with ISRDP;
- reporting on implementation progress on a monthly basis to the Department;
- elicit support of the provincial and national programme management support teams on specific issues relating to their terms of reference, that is, technical, social and financial;
- ensuring that the NDT are eventually absorbed into the municipality structure for continuous professional support through budgetary allocation;
- developing appropriate project sustainability plans to ensure the operation, management and maintenance of projects beyond programme implementation in collaboration with the sector department;
- identifying institutional capacity building and training needs of the District Municipality with regard to the implementation of the ISRDP;
- ensuring effective participation and support by the ISRDPTT members at both the provincial and national levels with regard to their inputs to ensure integration of the programmes into the ISRDP;
- ensuring participation and support by all local municipalities falling with the node in the implementation of the ISRDP;
- hosting the ISRDPTT members, political and technical champions of the ISRDP during project visits, launches and activities by the Premier, MEC's, Ministers, President and other important people; and
- assisting the provincial government of the Western Cape, and the IDT on any issues relating to the programme, as and when it may be required *(PGWC, 2004: 4 – 5)*.

Nodal Delivery Team (NDT) is responsible for the:

- Planning process of the district and local municipalities;
- Identification of project, conceptualising and initiation;
- Implementation of management plans;
- Identification and acquisition of funding; and
- Monitoring of projects and IDP implementation *(South Africa, 2002: 24).*

The national Department of Provincial and Local Government had established the **ISRDPTT** (previously known as the IDTT) in September 2001 as a technical structure comprising representatives of national sector departments, relevant provincial departments, some nodal municipalities and the IDT. It co-ordinates and facilitates activities around the ISRDP to meet certain objectives and responsibilities *(South Africa, 2001: 1; South Africa, 2002: 3).* During October 2001 DPLG finalised the **Terms of Reference** of the IDTT and with the restructuring of this forum into the ISRDP Task Team, DPLG finalised the new Terms of Reference during June 2004. On the political level, the Social Sector Cluster reports to **Cabinet Lekgotla** on the overall progress with the implementation of the ISRDP, as well as suggesting key intervention areas. This structure meets every six months.

The provincial government of the Western Cape (PGWC) uses three structures on an official level and one on a political level to co-ordinate and monitor the progress and achievements made with ISRDP. The Department of Local Government established a **Nodal ISRDP Management Committee** during August 2002 and is chaired by the Department of Local Government and meets monthly. This committee comprises of representatives from the different municipalities (Municipal Managers), Nodal Delivery Team (NDT), Planning, Implementation and Management Support Centre (PIMS) and the Independent Development Trust (IDT), which was formed for decision making and to discuss blockages that required disintegration. On an operational level, the Department of Local Government has established a **Provincial Integrated Development Team** (PIDT/ *Piet ☺)* chaired by Caleb Consulting. This committee comprises representatives from all the provincial departments, as well as the Central Karoo Node. Whilst on a strategic and policy level the Provincial Government utilises the **Provincial Top Management Committee** chaired by the Director-General. ISRDP will be a standing item on the agenda. On a political level,

the Provincial Government created a system of Cabinet Committees and the **Provincial Cabinet Committee** responsible for ISRDP, which will meet on a regular basis. This meeting will be chaired by the Provincial Minister of Local Government and Housing. To further consolidate co-operation and co-ordination, the Provincial Cluster structures will be fully utilised to bring and keep officials and politicians on board in respect of the ISRDP *(PGWC, 2004: 10 – 11)*.

The Central Karoo District Municipality uses two structures on an official level and one on a political level to co-ordinate and monitor the progress and achievements made with ISRDP. On an operational level, the Central Karoo District Municipality established a **Nodal Delivery Team (NDT)** during March 2002, which comprised the Municipal Manager of the Central Karoo District Municipality, a Programme Manager, Finance Control Officer, three Social Facilitators and the PIMSS and is supported by IDT and the Department of Local Government. The Central Karoo District Municipality established a **Local Co-ordination Committee**, chaired by the Nodal Technical Champion (District Municipal Manager), which meets quarterly. This committee comprises of representatives from provincial Departments with local representation, key municipal officials, private sector and civil society. The purpose of this committee is to ensure that there is alignment between priorities and resources and it is also responsible for tracking progress on implementation. On a political level, the District Municipality established a **Strategic Management Committee** chaired by the Nodal Political Champion (District Executive Mayor), which meets quarterly. This committee comprises all the Mayors and Speakers from the different municipalities within the Central Karoo District, representatives from the Department of Local Government and the IDT *(PGWC, 2004: 11)*.

The need for enhanced integrated planning and budgeting between the provincial and municipal spheres in the node, has paved the way for closer integration between certain key provincial departments and the node. All information gained on the ISRDP will be communicated to the node. Both IDT and the NDT has submitted reports to the Provincial Department of Local Government on a monthly basis. The Node also acknowledges the positive role that the Provincial Department of Local Government has played since 2001 by supporting them to obtain all other provincial departments on board.

The IDT has direct access to all the Municipal Managers. Forums such as the **District Intergovernmental Forum** (DIF), **Council Meetings** and **Exco** of the District Municipality, as well as the Nodal ISRDP Management Committee, are used as the structures where communication between the District Municipality and the Category B-Municipalities should be structured *(PGWC, 2004: 12)*.

A national document to clarify the roles of political champions had materialised during March 2003 *(PGWC, 2003: 5)*.

4.2.4.2 Marketing and Communication Mechanisms

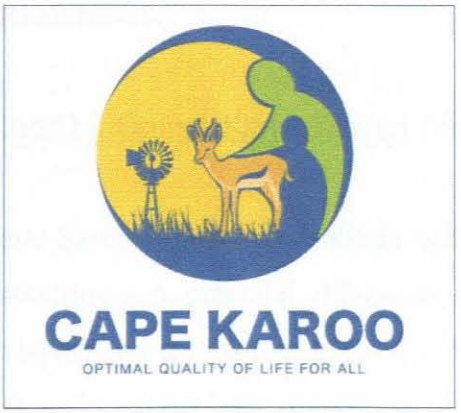
The national alignment workshop on ISRDP and URP, which took place in November 2003, once again identified the need to strengthen communication in the ISRDP and URP. A draft Communication Strategy has been generated, with the support of the Government Communication and Information System (GCIS) and a reference team *(Shole-Menyatso, 2004: 3; South Africa, 2004: 1)*. The following objectives were identified:

- To position both the ISRDP and URP as government's primary vehicle for co-ordination and integration aimed at eradicating poverty and underdevelopment;
- To create awareness and foster understanding about the benefits of both programmes;
- To raise awareness of mechanisms and platforms, which are aimed at promoting active participation of communities in both programmes;
- Strengthen efforts aimed at mobilising all stakeholders who play a leading role in the implementation of the programmes;
- To promote and facilitate efforts that are aimed at enhancing community ownership of the programmes;
- To provide the framework outlining roles and responsibilities within the three spheres of government;
- To communicate progress and share insights into the impact, which the programmes have had on the lives of the affected communities; and
- To build confidence amongst citizens, as well as national and international investors in government delivery, especially with respect to good governance,

social delivery and economic development *(South Africa, 2004: 2; Shole-Menyatso, 2004: 4)*.

An indicator of the evolving of the ISRDP at the local sphere, is the increasing emphasis on communication. A nodal communication strategy has been developed and endorsed by the Council and communities and will be implemented to structure the communication in the node. This strategy is based on the principles of the national communication strategy but the Central Karoo Node gave their own branding to the programme in the form of a logo and a vision. The unveiling of the nodal logo was officially done on 8 and 9 September 2004 during the Business Opportunities Conference for the Central Karoo Node. Below is an example of the logo.

Figure 4.1: The ISRDP logo for the Central Karoo



(PGWC, 2004: BOC Invitation)

A newsletter on all ISRDP issues is distributed monthly to all Municipalities in the Node to keep the community abreast of developments on the programme. GCIS will help with the publication of the newsletter on the government's website and national newspapers. The institutional arrangement, addressed above, has directly resulted in improved levels of communication in the node. The Node is of the opinion that gaps in communication still exist between the three spheres of government. In addition, the local politicians have expressed their dissatisfaction with not being fully aware of what the various national and provincial departments' programmes for implementation are in the node. With the current cluster arrangements in the

province, it is envisaged that communication between the provincial departments will be enhanced *(PGWC, 2004: 12)*.

4.2.5 KEY CHALLENGES AND STRATEGIC THRUSTS

The success of a broader provincial growth and development strategy is dependant on the ability to identify and intervene in areas of underdevelopment such as the Central Karoo. The Provincial Cabinet supports a strategic framework that defines specific development outcomes to be achieved in the Central Karoo. This framework is set out below.

The overall objective of the programme is to ensure that by the year 2010 the Central Karoo rural area attain the internal capacity for integrated and sustainable development through a systematic and sustained intervention to alleviate poverty and significantly address underdevelopment.

The key challenges, as defined by Central Karoo District Municipality, include the following:

- Infrastructure and Basic Services (water availability and critical services);
- Economic Development (tourism, potential of N1 and agriculture);
- Social Development (sport and recreation, literacy, street children, health and AIDS, skills education and safety issues);
- Natural Environment (clean environment, recycling and sustainable power generation); and
- Land and agriculture (food security, agricultural products and land redistribution) *(PGWC, 2003: 1; Central Karoo District Municipality, 2003: 6)*.

Rationale for a broad strategic approach

- Due to the apartheid heritage, previously disadvantaged communities in rural areas have suffered from inadequate service provision and have not been effectively integrated – be it functionally or economically.
- Dedicated attention is required to ensure that future planning and redevelopment of these areas create a new and positive developmental identity

and ensure access, for all, to social and economic opportunities within itself and the broader provincial and national development strategy.

- Due to the presence of a majority of previously disadvantaged individuals, poverty is prevalent with all its manifestations.
- The reality of being separated from mainstream economic and social opportunities within the national development strategy, creates the conditions of a poverty trap. This should be changed through focused intervention in order to release economic potential and to increase the mobility of skills and human capital.
- The focus of any strategy to reverse decay and underdevelopment should address the social and economic exclusions that these areas have experienced.
- The starting point is to address the issues that contribute to a feeling of neglect regarding the environment or service delivery and understanding the economic rationale of the rural existence. International experience in rural development emphasizes the importance of understanding rural livelihoods, improving the infrastructure and social services directly contributing to quality of life, the importance of developing local skills and reliance on social cohesion in rural communities (local feeling of pride and belonging) and environmentally sustainable interventions.
- The importance of integrated management in the implementation of the strategy to ensure targeted delivery of a variety of programmes and resources that are mobilised from outside the area *(PGWC, 2003: 2; Central Karoo District Municipality, 2003: 8)*.

The strategic theme has been identified, namely to:

Build stable rural communities with viable institutions that would deliver efficient services to maintain quality of life and understanding and releasing economic potential to contribute to their own and the nation's growth *(PGWC, 2003: 3; Central Karoo District Municipality, 2003: 9)*.

The strategic thrusts (medium term development outcomes) of the programme in the Central Karoo include the following:

Improve infrastructure and basic services: Improving infrastructure essential to economic development.

- Availability of water for agricultural and industrial use;
- Availability of different modes of public and private transport to improve mobility of population to access social services and jobs;
- Ensuring efficient access to basic services that ensures quality of life; and
- Water, electricity, waste and sewerage removal.

Developing economic potential: Develop the unique economic potential of the area with appropriate entrepreneural and skills responses.

- Develop tourism opportunities as gateway to the Western Cape province;
- Economic potential of N1 locality;
- Appropriate skills development;
- Job creation in niche areas – including labour intensive jobs; and
- Promote entrepreneurship and participation in SMME's.

Social upliftment: Invest in the social upliftment of the people of the region.

- Develop literacy and life skills – including adult education;
- Targeted youth programmes – including countering the influence of the criminal activity, using role models and sport as a tool;
- Invest in sport and recreation facilities;
- Special initiatives to ensure community safety; and
- Access to health care – including AIDS related programmes.

Land and agriculture: Exploit the unique agriculture circumstances of the area.

- Ensure food security in the region;
- Add value to local agricultural products within the region; and
- Targeted access to agricultural land by previously disadvantaged.

Sustainable environment: Ensure a clean and healthy environment and sustainable use of resources.

- Use sustainable power generation practices;
- Recycling of waste materials; and

- Clean, well-maintained streets and public spaces *(Central Karoo District Municipality, 2003: 9 – 10; PGWC, 2003: 3 – 4)*.

4.2.6 DEVELOPMENT TRENDS AND INTERVENTIONS

The **key development trends**, which impact adversely on development in the Central Karoo Node are as follows:

- Decreasing per capita income – i.e. ***population growth exceeds economic growth***;
- Increasing unemployment and poverty in the whole of the district;
- Limited skills base / human resources – lack of basic and specialist skills, pro-active capacity building initiatives and study alternatives for school-leavers;
- Increases in social ills – prostitution, substance abuse (predominantly alcohol) coupled with youth crime;
- Continuing service and housing backlogs in remote settlements; and
- Increasing stress on HIV / Aids affected households – i.e. decreased income coupled with increased medical expenses.

In recognition of the above trends and the socio-economic reality of the Central Karoo Node, **five areas for development intervention** emerged within which the majority of development challenges should be addressed:

- Social development;
- Infrastructure and basic services;
- Economic development;
- Natural environment; and
- Land and agriculture *(Central Karoo District Municipality, 2003: 5 – 6)*.

The Central Karoo, in recognition of the provincial ISRDP strategic framework and local development challenges, developed the following **key areas for development intervention** in the ISRDP node:

Social Development (Investment in social upliftment of the people of the region):
A variety of social issues demand intervention. These centres on the relatively low levels of education, the high levels of substance abuse, unemployment, and related

social ills, require rapid interventions. **Critical priorities for intervention** are described below:

Human Resource Development

- Key skills shortage with regard to professional competencies – i.e. acquiring and retaining skills in the district;
- Basic skills development – adult literacy and skills training; and
- Creating access-points for learners (Post Grade 12) for further study and training opportunities.

Social Safety-nets

- Addressing food insecurity and unemployment; and
- Access to social benefits / grants.

HIV / Aids

- Increase safe-sex practices in communities and sex-workers;
- Prostitution – i.e. creating alternatives; and
- Youth education and life-skills training.

Recreational activities

- Lack of accessible recreational activities contributes to social problems; and
- Creating adequate facilities, supporting programmes and events that are described as socially-beneficial alternatives *(Central Karoo District Municipality, 2003: 10)*.

Infrastructure and Basic Services (Improving infrastructure essential to economic development and ensuring efficient access to basic engineering services that ensure quality of life):

In spite of relatively high service levels throughout the node, "pockets" of poor service delivery still exist. These poorly serviced areas are mainly the smaller settlements within the district and the availability of water, a pre-requisite for development, remains problematic within the node. **Critical priorities for intervention** are described below:

Water Availability

- Auditing of existing and alternative sources to establish limitations and potential for development;
- Improved recycling and re-use of existing sources;
- Increasing capacity of existing sources without compromising future usage; and
- Unresolved legal and administrative issues related to water usage.

Engineering services supporting economic development

- Services such as sufficient access and basic storm water are a necessity in many of the smaller settlements, as these settlements have previously been neglected with regard to access to engineering services; and
- Infrastructure, such as roads, which is directly related to economic development (increased access), should be developed accordingly.

Economic Development (Developing economic potential with appropriate skills and entrepreneural response):

The insufficient economic growth directly contributes to what can be described as the social decay in the node. Business activity is in steady decline in most of the settlements in the node, which reduces both available employment opportunities, as well as local spending power. **Critical priorities for intervention** are described below:

Promotion and Development of Tourism

- Strengthening existing tourism attractions and services;
- Develop Beaufort West as a provincial Gateway;
- Develop eco-tourism through marketing and linkages with other areas; and
- Sustained application of a sound economic development policy.

Exploiting the N1 and significant routes in the region

- Increasing the economic and tourism potential of towns along N1-route through improved access and promotion; and
- Strengthening links with existing tourism routes (e.g. Route 62).

Agriculture

- Increase value by adding to agricultural products within the district;
- Development of commercial farms for previously disadvantaged persons;
- Optimise the economic potential of the agricultural sector (Economic Regeneration Study); and
- The expansion of external markets should become a priority to increase growth within the sector *(Central Karoo District Municipality, 2003: 11).*

Natural Environment (Ensure a clean and healthy environment and sustainable use of resources):

The unique spatial location of the Central Karoo necessitates the optimal utilisation of the existing resource base. Given the limited natural resource endowment, the available resources should be managed in a sustainable fashion – both in terms of exploitation and preservation. **Critical priorities for intervention** are described below:

Clean environment

- The attractiveness of towns should be improved to increase tourism visitations (first impressions); and
- Eco-tourism, a significant contributor to the local tourism industry, requires environments, which have not been compromised.

Recycling

- Establishing sustainable recycling initiatives, where possible, to create employment; and
- Capacity building required with regard to waste recycling, both in terms of project development and feasibility, as well as management.

Sustainable power generation

- A preliminary study has indicated the feasibility of wind-power generation in Beaufort West;
- Extensive technical and financial support is required owing to the complex and costly nature of the initiative; and

- Wind-power generation could served twin purpose – creating employment while creating income for the municipality (selling of electricity).

Land and Agriculture (Exploit land and agricultural opportunities):

The arid nature of the Central Karoo District does not favour intensive agricultural production of water dependant produce. The consideration of alternative technologies (including recycling) and produce can increase the available resources for alternative and more intensive agriculture. **Critical priorities for intervention** are described below:

Food security

- As mentioned previously, food insecurity remains problematic in the node;
- Community garden-projects can address both food insecurity and create an income for targeted groups;
- Due to the harsh climate, some sort of resource recycling may be required for intensive crop-production, which will have cost implications; and
- Successful ventures will require management capacity of some sort.

Agricultural products

- Most commercial agricultural products in the node are exported for further value adding outside the node; and
- Processing of agricultural projects is, to a large extent, dependent on available water resources.

Land redistribution

- Inadequate redistribution experienced on ground-level;
- Issues regarding usage of commonages for emerging / subsistence farmers;
- Appropriate fit between the carrying capacity of land and the beneficiaries required for sustainable agricultural practices; and
- Fast-tracking procedures / mechanisms and funding required for the rapid release of potential land *(Central Karoo District Municipality, 2003: 12 – 13).*

Improving effective governance:

The success of the implementation of the ISRDP in the Central Karoo is dependant on the local ownership of development interventions, effective partnerships to harness external resources and sustainable institutions for delivery. **Critical priorities for intervention** are described below:

- High levels of community participation and promotion of civic pride;
- Exploring strategic partnerships with internal and external roleplayers; and
- Improving the implementation management capacity of the spheres of government that are involved *(Central Karoo District Municipality, 2003: 13)*.

4.3 PROPOSED ADDITIONAL RURAL NODAL POINTS

In July 2003 the national Cabinet resolved that the national Department of Provincial and Local Government (DPLG), in consultation with relevant stakeholders, should embark on a process of identification of additional nodes *(Mdaka, 2004: 1)*. On 10 December 2003, DPLG informed all the provinces of the proposed new ISRDP and URP nodes, which was to be announced by the President in 2004. The provinces were, therefore, requested to forward their comments on the proposed new nodes by 18 December 2003. The provincial Department of Local Government established a Committee consisting of the Department of Local Government, Department of Social Services and Poverty Alleviation, the City of Cape Town and the Independent Development Trust (IDT) to investigate all the possibilities. A subsequent report was submitted to DPLG by the 18 December 2003, which indicated that the recommendations would be made via the national Social Sector Cluster at the January 2004 Cabinet Lekgotla *(PGWC, 2004: 1)*. In January 2004 the national Cabinet Lekgotla noted the progress that had been made and recommended that the work that had been done be finalised by the 15 March 2004. At that stage, the national Task Team (consisting of representatives from DPLG, Presidency, STATSSA and IDT) undertook a qualitative phase of assessment of proposed additional nodes. A final list of proposed nodes would emerge from this assessment *(Mdaka, 2004: 1)*. The provincial Department of Local Government was, therefore, requested to organise a meeting of all relevant Municipalities on 2 March 2004. At the afore-mentioned assessment meeting, the provincial Department of Local Government was also requested by members of the national Task Team to provide additional information / comments, based on certain criteria and the Provincial Assessment Framework,

provided by DPLG, by 8 March 2004 *(Dowry, 2004: 1)*. The national Task Team only identified the Overberg District Municipality as a proposed new rural node for the Western Cape but the provincial Department of Local Government also proposed the Cape Winelands Corridor (Witzenberg, Breede Valley and Breede River / Winelands Municipalities and the District Management Area) as another new rural node. In spite of the information provided, the President did not identify any new rural development nodes in South Africa.

4.3.1 OVERBERG DISTRICT MUNICIPALITY

The following information will illustrate why the Overberg should be considered as a possible new rural development node in the Western Cape for the future.

Socio economic profile: The Overberg District Municipality and the local municipalities of Cape Agulhas, Overstrand, Theewaterskloof and Swellendam operate in the Overberg district ***(See Annexure 4.9: Overberg)***. The Overberg District Municipality has a significant per capita poverty level. 5 722 households (9.7%) of the total of 58 568 households, do not have a monthly income (2001, Stats SA), while a further 22 570 (38.5%) households have an income of less than R1 500 per month. Due to a decline in economic growth in the dominant agricultural sector, unemployment has steadily increased, notwithstanding some growth in the tourism sector. Notwithstanding access to educational facilities, the availability of semi-skilled and skilled labour in the region, is low. ***Annexure 4.10 contains detailed socio-economic statistics on population, education levels, poverty levels, unemployment levels and key economic activities.*** The areas for potential intervention are:

- Economically (see "economic potential" below); and
- Socially: Dealing with critical access to social services and rural poverty throughout the region *(PGWC, 2004: 1)*.

IDP status: The Overberg District Municipality has an approved IDP, which has been assessed by the province as being a strategic document with clear areas for intervention on basic services, human resource development and economic development *(PGWC, 2004: 1)*.

As a result of the close collaboration between these municipalities, the high degree of alignment between the district and the four local IDP's and the inclusion of local municipal priorities in the district IDP priorities, it is considered adequate to give one combined executive summary of the IDP's.

During the process of compiling an interim IDP, the five municipalities have already jointly decided that their individual and joint IDP focus will comprise:

- Basic services and infrastructure development that should be delivered in the areas of housing, sanitation, health, water and electricity; and
- Environmental management as a shared need and priority *(Overberg District Municipality, 2004: 2)*.

Furthermore, it was decided that two regional goals or outcomes will prevail in all IDP's, namely:

- Economic development, including tourism, job creation and capacity building for economic development; and
- Human development, including all the actions necessary to enable and empower people to develop to their full potential, both as individuals and communities. This includes affordable skills training, tertiary education and a general focus on the development of people from child phase to adult phase.

It was also jointly decided that the following building blocks will be used in the process to reach these goals and that they should, therefore, all be reflected in all the IDP's, i.e.:

- All infrastructure, including the creation of infrastructure for economic development, fire services and housing;
- Environmental management and safety and security as a shared need and priority;
- Health and welfare services, including proper ambulance service, shelters for HIV / Aids patients and the expansion of facilities for the aged and terminally ill patients; and
- The promotion of sport and recreation and the provision of facilities, with special emphasis on multi-purpose community centres *(Overberg District Municipality, 2004: 2)*.

In all the spheres listed above, it was decided that special attention should be focused on rural areas and rural settlements where communities are, in most cases, still living under marginalised conditions.

With the above in mind, the district IDP Representative Forum, with the full participation of role players from the four Local Municipalities, created the following vision for the region: **"The Overberg: Paradise at the southernmost tip of Africa – A *lekker* region that works"** *(Overberg District Municipality, 2004: 3).*

The purpose of the created vision is to inspire, to focus attention on the region and to mobilise all individual inhabitants, communities, interest groups, politicians and officials to help realise the above-mentioned, overarching, development goals for the Overberg. It should further attempt to combine communities, which are still largely separated along the lines of race and wealth distribution, into one powerful human resource, which can ensure the future development and growth of the region *(Overberg District Municipality, 2004: 3).*

The vision does not only describe the characteristics of the Overberg in a nutshell but also emphasises the future ideals and realisation of regional potential for the longer term.

Stemming from the vision, the following mission statement was formulated. It is in an overarching manner, elucidatory to localised strategic guidelines and project objectives, which are contained in the five IDP's in the region.

The mission statement reads as follows:
To create, preserve and further develop paradise through:

- Sustainable and balanced utilisation and development of human and natural resources to the benefit and wealth of all the inhabitants and the promotion of economic growth and development;
- Promotion and sustainable utilisation of the region's diversity in different fields;
- The preservation of the region's rural character; and
- Effective crime prevention and combating.

To make the region a *lekker* place that works, by:

- Striving to develop the potential of all inhabitants to the full;
- Promoting unison within a regional and communal context; and
- Ensuring that the region's inhabitants and their descendants can continue to live in a healthy, natural environment.

It is, furthermore, believed that the Overberg, as the southernmost district in South Africa, should not only be part and parcel of the NEPAD initiative but should actually be the starting point from where it can be launched *(Overberg District Municipality, 2004: 4)*.

Demonstration of interest: The municipality has not undertaken a similar ISRDP type initiative but has a strong strategy for development in the region. If additional resources can be brought to bare in the region, an ISRDP type initiative can have a significant impact and potential for success *(PGWC, 2004: 2)*.

In the IDP of the Overberg District Municipality, it is proposed that a development unit should be created on a district level. Although the district municipality was not in a position to implement the proposal, the creation of a PIMSS Centre in 2003, contributed to the fulfilment of the need. An Economic Development Unit, financed by the provincial Department of Economic Development and Tourism, is based within the PIMSS Centre *(Overberg District Municipality, 2004: 5)*.

Municipal capacity to manage the programme: The municipality has a PIMS Centre with experienced IDP staff who can assist in the implementation of an ISRDP programme. Within the district municipality, staff capacity is limited and it is unlikely that more than one staff member would be able to devote dedicated time to an ISRDP programme. Limited capacity does, however, exist in specific departments to dedicate a portion of their time to an ISRDP. Specific capacity would be required regarding economic development expertise, the regional information base and communication expertise. The municipality has the resources to undertake a nodal business plan in a period of six months *(PGWC, 2004: 2)*.

Profile of the identified areas, including available community structures:

- **Overberg District Municipality:** The second smallest district in the Western Cape. Encompassing the area from Sir Lowry's Pass (Grabouw) in the west to Barrydale in the east and from Villiersdorp in the north to L'Agulhas in the south.

  IDP Representative Forum – consisting of district councillors, one Councillor and one IDP Representative Forum member from each local municipality, all regional NGO's and CBO's and all national and provincial departments and involved parastatals. Various sectoral Task Teams operate within the Representative Forum and includes persons with specialist knowledge.

- **Cape Agulhas Municipality:** A relatively small municipality, which services the towns of Bredasdorp, L'Agulhas, Struisbaai, Arniston, Elim and Napier, as well as several rural communities.

  IDP Representative Forum – consisting of delegates from the five wards.

- **Overstrand Municipality:** One of the bigger municipalities servicing the coastal towns of Hangklip / Kleinmond, Greater Hermanus, Stanford and Greater Gansbaai, as well as a few rural communities.

  IDP Representative Forum – consisting of delegates from the nine elected Ward Committees *(Overberg District Municipality, 2004: 6)*.

- **Swellendam Municipality:** The smallest municipality in the district, which services the towns of Swellendam, Barrydale and Suurbraak, as well as a host of rural communities.

  IDP Representative Forum – consisting of delegates from the Advisory Committees to Council in the various towns and rural communities.

- **Theewaterskloof Municipality:** One of the larger municipalities servicing the towns of Grabouw, Botrivier, Villiersdorp, Caledon, Riviersonderend,

Greyton and Genadendal, as well as various rural communties such as Tesselaarsdal with its ± 800 inhabitants.

IDP Representative Forum – consisting of delegates from the Advisory Committees to Council in the various management areas *(Overberg District Municipality, 2004: 7)*.

Institutional capacity: The Overberg District does not have a significant number of NGOs / CBOs to create additional capacity to drive an ISRDP. However, with limited intervention, such capacity can be enhanced to enable the effective management of such a programme *(PGWC, 2004: 3)*.

NGO's and CBO's in the area:

- Community development bodies operating in regional or individual town context – 47;
- Business organisations and chambers – 16;
- Agricultural unions and organisations – 39 (amongst which is an agricultural union for new farmers);
- Organisations representing the fishing communities – 9;
- Tourism related associations and bodies – 18;
- Community based organisations – 40;
- Environmental / conservation bodies – 34;
- Special sports bodies and associations – 5;
- Welfare and health organisations – 18 (The district municipality has a representative structure in each community); and
- Diverse organisations and societies – 13 *(Overberg District Municipality, 2004: 7)*.

Number of wards and representation:

- Cape Agulhas Municipality – working in ward context and with five ward committees, through the committees are not formalised and elected as yet;
- Overstrand Municipality – nine formally and democratically elected and fully operational ward committees. The system has already proved to be invaluable to the current IDP revision process;

- Swellendam Municipality – no ward committees in place yet; and
- Theewaterskloof Municipality – starting with the implementation of ward committees.

The Overberg PIMSS Centre will initiate a training course for ward committee members *(Overberg District Municipality, 2004: 8)*.

Economic potential: Currently, agriculture is the dominant economic sector followed by trade. The trend in the region is a decline in agricultural activity, with limited growth in trade, which could be attributed to an increase in tourism activity. Some innovation has occurred in the promotion of aqua-culture projects along the coast. Potential areas for intervention would be to consider establishing specific trade initiatives in several of the underdeveloped rural settlements and historic mission towns that are linked to the development of the tourism industry in the region *(PGWC, 2004: 3)*.

The agriculture / fishing, trade and tourism industries can be regarded as the key economic sectors. Even though the agricultural sector is diversified in nature both agriculture and tourism are vulnerable to external influencing factors, for example, the strength of the Rand.

The fishing industry in the Overberg is on the decline. The limitation of permits has contributed to several fishing communities along the Overberg coast line currently suffering severely because of unemployment and poverty. These people are already amongst the most marginalised groups in the region and do not have skills to ensure employment in other sectors.

Two important influencing and hampering factors in the Overberg economy is:

- Economic leakage to the Cape Metropolitan area and the Cape Winelands – people shopping at centres in the Helderberg Basin, Cape Town and Worcester; and
- Almost no value-adding activities with regard to agricultural and marine products – almost all products are transported to the Cape Winelands District

and the Cape Peninsula for processing and manufacturing *(Overberg District Municipality, 2004: 5)*.

Large parts of the Overberg are covered by Cape fynbos and the almost extinct Renosterveld. The first biosphere reserve in South Africa, i.e. the Kogelberg Biosphere Reserve, is situated in the district. With a coast line of well over 300km of extended coastal plains and various mountainous areas, the environment can be described as sensitive to development. The fact that 34 conservation bodies operate in the area is indicative of the high priority, which the natural environment has received. Large parts of the area already have conservation status, whilst a second biosphere reserve, which covers part of the district, is envisaged *(Overberg District Municipality, 2004: 7)*.

Challenges are:

- To find a balance between conservation and development;
- To practically implement and enhance the concept of "Man and the Biosphere" with equal emphasis on both elements;
- To practically implement all the concepts of bio-regional planning;
- To ensure the sustainable utilisation of scarce water resources and especially to protect ground-water sources and aqua-spheres in the coastal plains;
- To manage the constant threat of devastating veldfires; and
- To attend to aspects of urban renewal in such a way that the inhabitants of poorly developed and neglected townships will be able to develop a sense of "well-being" and will, thereby, also grow an appreciation for the natural environment, which surrounds them.

Both the district and local municipalities play pivotal roles in environmental management *(Overberg District Municipality, 2004: 8)*.

Infrastructure availability: ***See Annexure 4.10 with statistics on access to refuse, sanitation, telephone, energy and water.*** The existing situation is that specific towns face serious water and sanitation problems, which require urgent attention. Due to the relative high population growth in the Overberg area, the housing backlog has grown to ± 5 500 units. Several strategic roads need to be upgraded as they provide critical

access to rural communities and serve to underpin the growing tourism economic base within the region. The most critical areas are:

- Water supply in Waenhuiskrans;
- Sanitation in Tesselaarsdal, Genadendal and the Grabouw area; and
- Housing backlogs in the Theewaterskloof and Overstrand Municipalities.

Generally, water provision in the region remains critical given the decline in agricultural activity and growing urban water needs. Key infrastructure investments should target the road infrastructure, which underpins rural development and stimulates economic development in the agricultural and tourism sector *(PGWC, 2004: 4)*.

A fairly extensive and good road network exists. A major envisaged project is the tarring of the road between Gansbaai and Bredasdorp via Elim, which has the support of the provincial authorities and for which initial planning and scoping had been completed in 2003. This road will directly link the two municipal areas of Overstrand and Cape Agulhas and will open up a circle road for tourism that will benefit the entire Overberg. Most importantly, it will not only enable inhabitants of the mission town of Elim to get tarred access to Bredasdorp as their main shopping and business center, but will also open opportunities for further economic development within Elim itself *(Overberg District Municipality, 2004: 8)*.

Harbour facilities, in most of the coastal towns, with the exception of Hermanus and Gansbaai, are small and poorly developed. The district IDP addresses the issue of upgrading and expansion of the facilities not only for fishing, but also for tourism related activities such as sailing.

Areas of intervention: All the strategies and projects, which are contained in the district and local municipal IDP's, have focused on the three identified and prioritised areas of intervention, namely infrastructure and services, human development and economic development.

Municipal capacity and readiness to manage the ISRDP programme: All five municipalities had indicated their willingness to co-operate and to work together to

make the Overberg, as a rural development node, work. The Overberg PIMSS Centre is fully operational and has well capacitated staff with extended experience in integrated development planning *(Overberg District Municipality, 2004: 9)*.

Development cost: It is difficult, at this time, to quantify the development cost based on the IDP. Detailed cost estimate studies are unavailable to ensure an accurate breakdown per annum or over a 10 year period of an ISRDP *(PGWC, 2004: 4)*.

4.3.2 CAPE WINELANDS CORRIDOR (WITZENBERG, BREEDE VALLEY AND BREEDE RIVER / WINELANDS MUNICIPALITIES AND DISTRICT MANAGEMENT AREA)

The following information will illustrate why the Cape Winelands Corridor should be considered as a possible new rural development node in the Western Cape for the future.

Socio economic profile: The Cape Winelands Corridor consists of the Witzenberg (2 851 km^2), Breede Valley (2 995 km^2) and Breede River / Winelands (3 334 km^2) Municipalities, as well as the District Management Area (10 760 km^2) ***(See Annexure 4.11: Cape Winelands Corridor)***.

IDP status: The Cape Winelands District Municipality has, as its vision, a safe, prosperous and united Cape Winelands, where all of its people are able to enjoy a high standard of living. As a District Municipality, it gives priority to the basic needs of the local community in order to promote social and economic development. Its aim is that all the people within the District Municipality should have access to adequate land, services, housing and infrastructure. The district focuses on providing support for those who are most vulnerable in the community, namely women, farm workers, the disabled and those who are affected by AIDS as a priority. The unemployment rate for the district currently stands at around 18%. Although this rate appears relatively low compared to other regions, it should also be noted that approximately 43% of the employed within the district, earn less than R18 000 per annum and that many of them are seasonal workers. These facts are related to the dominance of the agricultural sector within the district. The District Municipality has worked to address these challenges by increasing new job and investment opportunities within the formal economy. The sectors that will be focused on by the

municipality are agriculture, manufacturing, services and tourism. The District Municipality has established a social and economic development directorate. The directorate will include: a market intelligence operation to monitor business performance; firm linkage and other business services support; marketing and project management capabilities and community development workers. The District Municipality plans to increase its focus on public works programmes since 71.5% of the municipality's constituency has access to water in dwellings, and 82% has access to water borne sewerage services. The major service delivery backlogs are on the farms within the district and within the District Management Area (DMA). The district offers a water and sanitation subsidy programme to farmers within the district to assist with the upgrading of water, sanitation and electricity services. In some instances health services are provided through mobile clinics and through a farm health programme.

The District Municipality has established programmes to promote public safety and protection. These include neighborhood watches and the implementation of a disaster management framework. In future, these programmes will be expanded to include rehabilitation centres for drug and alcohol abusers and shelters for abused women and children *(PGWC, 2004: 2)*.

The IDP priorities for the District Municipality includes the following:

- To stimulate, grow and promote the Cape Winelands District Municipality's economy so that the regional economic output is increased and the high unemployment rate is decreased significantly;
- To ensure that all the people in the Cape Winelands District Municipality have access to adequate land, housing and infrastructure;
- Provision and promotion of community services and development;
- Promote public safety and protection;
- Sustainable and efficient land use and planning frameworks; and
- Institutional transformation and financial sustainability to enable the achievements of the IDP objectives *(PGWC, 2004: 3)*.

Development cost: Detailed cost estimates will only be available after the drafting of business plans for the implementation of specific projects in the rural areas and areas

like Sandhills and Touwsriver. One of the identified rural projects at Sandhills is the establishment of a fully serviced agricultural village with small business areas. The infrastructure cost is estimated at R 38 000 000.00.

With regard to housing policy and plan, policy and procedures on evictions and official waiting lists (data base), key elements of the plan include:

- Land identification and the establishment of a housing database;
- Community participation and communication;
- Finance, infrastructure and housing programmes; and
- An institutional model for housing and the establishment of a housing institution *(PGWC, 2004: 4)*.

Key drivers of the economy of the region: Agriculture (fruit, export grapes), wine industry and tourism.

Initiatives already underway:

- Procurement;
- Infrastructural and service provision to firms and households;
- Use of labour intensive production and construction methods;
- Investment and support to enterprises operating in rural and urban communities;
- Partnerships with the private sector, NGOs and communities;
- Investment in the social wage of employees (e.g housing, transport and health care);
- Marketing;
- Public safety programmes; and
- Public works programmes.

A feasibility study on a business support centre is complete. Undertaking key economic sector studies, e.g. agriculture and manufacturing to design sector specific support strategies. Small farmer support, for example, power hoes – 11 small farmers – 200 beneficiaries (R282 000.00). Water and sanitation subsidy programme: maximum of R25 000.00 per farm – water in houses, flush toilets, VIP toilets, electricity and hot water inside house.

Cape Winelands District Municipality programmes:

- Support child-care programmes related to farm health worker programme;
- Food security: food gardens, milk powder sales, small farmer projects;
- HIV / AIDS and TB programmes;
- Disaster management implementation: disaster management framework in place, upgraded fire fighting capacity, conducted training in first aid and fire fighting; upgraded response to hazardous chemical substances on the N1; and
- Delivery of PPHC and EHS: have 29 mobiles, 43 fixed clinics and 14 health committees. Attended to 484 942 patients in 2001/02 and 583 483 patients in 2002/03 *(PGWC, 2004: 4 – 5)*.

NGO's and CBO's:

- Breede Valley Municipality: Sector Forums – Business, farm workers, gender, youth, HIV / AIDS;
- Breede River / Winelands Municipality: Section 21 Company – Farm workers, farmers and Municipality; and
- Witzenberg Municipality and Cape Winelands District Municipality makes use of the Cape Winelands District Development Council for participation.

Environmental analysis in terms of status and challenges:

The Spatial Development Frameworks are in progress and draft reports are available.

The following are the most important spatial areas of employment:

- *Agricultural Activities*, particularly in the intensive vineyards, fruit and dairy farming areas, as well as small and medium manufacturing industries such as furniture, ceramics, farm implements and equipment;
- *State Forestry Activities*, including forestry areas such as: Kluitjieskraal (Witzenberg Municipality); Milners Peak; Mostershoek; Witzenberg Grootwinterhoek (Witzenberg Municipality); Riviersonderend (Breede River / Winelands Municipality); Haweqwas (Breede Valley Municipality) and Bokkerivier (District Management Area);
- *Industrial activities*, mainly linked to agro-processing (especially in the fruit, wine, brandy, juice concentrate and dried fruit industries) are mainly located in

Paarl and Wellington and, to a lesser extent, Stellenbosch, Worcester, Robertson and Ashton;

- *Corporate and institutional headquarters, correctional services* located in the local district towns of Worcester, Stellenbosch, Paarl and Wellington;
- *Tourist related activities* in towns and on farms, particularly eco-tourism and activity-based tourism facilities; and
- *Social institutions*: Particularly located in Stellenbosch and Worcester *(PGWC, 2004: 6)*.

Wards and representation:

- Witzenberg Municipality – 11;
- Breede Valley Municipality – 19; and
- Breede River / Winelands Municipality – 10.

Vulnerable sectors of the community:

- Women;
- People with disabilities;
- Youth; and
- Farm workers.

19 health committees in the district and increasing in numbers.

Health committees act as a formal link between clinics and the community; LFHW and clinic, EHOs and community; as well as other stakeholders and the community.

Potential social movement: identifying social and economic problems, finding solutions and accessing resources.

Infrastructure availability: ***See Annexure 4.12 with statistics on the socio-economic profile and access to services in the Cape Winelands District Municipality.***

Housing backlogs – 37 000 units.

Services:

- 84.9% of the population with electricity – alternatives are candles and paraffin;
- 71.5% access to water in dwellings – water quality a challenge;
- 82% access to water borne sewerage services; andBulk infrastructure upgrading of (critical) existing networks *(PGWC, 2004: 7)*.

Economic potential and opportunities:

- Local economic development in rural areas - Touwsriver;
- Access of farm dwellers to basic services - development and upgrading infrastructure in rural areas;
- Development of agri-villages;
- Quality of productive land – land reform;
- Migration and use of contract workers (instead of local labour);
- Worcester - location – road infrastructure, N1 and link to N2 and N7;
- Tourism;
- Industry – Wine, Rainbow Chickens, Langeberg, SAD;
- Agriculture; and
- 42% earn less than R 18 000 per annum.

Municipal capacity – willingness to manage programmes:

The municipality have established the following structures to implement ISRDP programmes:

- PIMSS-Centre;
- LED Department (unit);
- IDP Team; and
- Project Management Team (CMIP).

Institutional capacity:

- IDP Forums;
- Sector Forums (business, labour, Cape Winelands District Development Council); and
- Ward Committees *(PGWC, 2004: 8)*.

If the Cape Winelands Corridor is not successful to become an ISRDP node for this round of assessment, the proposal is that two of the crucial **projects** in the rural area be considered as part of the Overberg ISRDP node for funding purposes, namely:

1. Development of Touwsriver community:
From the profile it is clear that there is an imbalance between the urban economic condition and the urban social phenomenon in Touwsriver. The imbalance is largely out of the low (and even non) economic growth rate that the town has experienced and the population growth figure that seems to be much higher than was ever expected for the town.

It can thus be said that the population of Touwsriver live in absolute (extreme) poverty. The unemployment figure of 55% does not really provide an indication of the levels of poverty that exist in the town. Therefore, it was imperative to highlight the status quo in which businesses (perceived to be employment agents), both formal and informal, act as supplementary agents to highlight the plight of the people of Touwsriver. The urban economy of Touwsriver has contributed almost nothing to the macro economy of the Breede Valley, owing to this persisting trend.

It is inevitable that the agricultural sector in the Touwsriver area is economically unstable, particularly in terms of full time employment. Therefore, an urban economic revival strategy should be introduced by the local municipality in order to revive and stabilise, not only the economy of Touwsriver, but also that of the urban centres in the Breede Valley region. However, in such a strategy, the town of Touwsriver should be placed high up on the implementation list.

Such a strategy should, however, not ignore the current trends and possibilities (identification of certain niche markets where the inputs are low but the outputs are higher). Emphasis should also be placed on market differentiation and product differentiation.

Infrastructural development (economic, roads and housing) is also a key concern in Touwsriver. Here it is not only the lack of hard infrastructure that disrupts the economic and social lives of people, but also the lack of soft infrastructure. All of this

should instil a sense of community, a sense of belonging and a sense of pride in what is already a despondent, disillusioned community.

2. The supply of basic services to the rural communities / farmworkers *(PGWC, 2004: 9 – 10)*.

4.4 SUMMARY

There has been significant progress with a wide range of projects in the Central Karoo Node. Basic service delivery has improved significantly and the focus has shifted to economic development initiatives.

Impact of being a Node:

- Drastic reduction of service delivery backlogs;
- Involvement of political champions to provide momentum to departmental participation in the node; and
- The establishment of a dedicated planning mechanism for integrated development planning (PIMSS) *(Hugo, 2005: 34)*.

The following challenges / recommendations remain:

- Assistance to create sustainable job opportunities through local economic development;
- Assistance with unlocking investments for project identification through the Business Opportunities Conference held in September 2004;
- Assistance with the alignment of resources with priorities (state departments still initiate own priorities outside the IDP);
- Sector department's participation in planning;
- Deployment of scarce technical and professional management skills to the Central Karoo;
- Transferal of Transnet housing;
- Intervention with the down-scaling of state departments, for example, SARS, Land Bank and the Department of Education;
- Intervention with the participation of parastatals in the node, for example, Telkom and Post office;
- Support fast-tracking of land reform in the node *(Hugo, 2005: 35 – 36)*;

- The implementation of the Central Karoo Crime Prevention Strategy in order to address the causes of crime and social decay *(CSIR, 2005: 2, 20)*; and
- The bright prospects for the uranium industry near Beaufort West could attract investment and could result in drastic changes in the development of the Central Karoo *(http://www.mineweb.net)*.

This programme, in the Central Karoo Node, is a success owing to the sound co-operation between the Nodal point, the Provincial Government, IDT and DPLG, as well as the sound co-operation between the municipalities. Whilst this chapter focused on the ISRDP in the Central Karoo Node, Chapter Five will focus on the URP in the Khayelitsha and Mitchell's Plain Nodes.

CHAPTER FIVE
URBAN RENEWAL PROGRAMME (URP) IN RESPECT OF KHAYELITSHA AND MITCHELL'S PLAIN

5.1 INTRODUCTION

The purpose of this chapter is to explore an overview of the progress made in terms of project implementation, institutional arrangements and communication mechanisms, key challenges and strategic thrusts and recommendations and interventions with regard to the Urban Renewal Programme (URP) in respect of the Khayelitsha and Mitchell's Plain Nodes. Furthermore, an additional urban node will also be proposed.

In **1994**, the democratic government in South Africa promised a better life for all. The policy agenda of the new democratic state was comprehensively captured in the **Reconstruction and Development Programme (RDP)**, which not only set targets for key areas of development, such as access to water, but also spoke about the necessity of transforming the State and its institutions. The RDP focussed on the following key priority areas:

- Meeting basic needs;
- Developing human resources;
- Building the economy; and
- Democratising the State and society *(Msengana-Ndlela, 2005: 7)*.

The RDP set the tone for the **Development Facilitation Act (DFA)** in **1995**. This was a response, which established a *broad-based legal and policy framework*, followed by the legislating of *strategic planning exercises* in terms of the Land Development Objectives and the Integrated Development Plans that would be prepared by all municipalities in the country. Another response was that of *integrated*

area-based interventions in sections of urban areas in crisis. These included urban renewal programmes, which entailed the focused investment of infrastructure in, particularly inner city areas and former townships and the introduction of "development corridors". The fourth response entailed *land restitution, housing provision and infrastructure-investment programmes* that sought to rectify past injustices in the shape of "carefully planned neglect" and exclusions from opportunities *(Oranje, 2005: 11 – 12)*. In terms of the urban sector, in **1995**, the government embarked on the **Special Integrated Presidential Projects (SIPPs)** through which 13 project areas throughout the country were identified in 1994 and granted substantive public sector funding (R1.88 billion) over a five or six-year period. This initiative largely focused on geographically targeted investment *(Napier, 2005: 13)*. This subsequently contributed to the **Urban Development Framework**, which the government adopted in **1997** *(Msengana-Ndlela, 2005: 7)*.

A similar practice has continued under the current Urban Renewal Programme (URP), which is administered by the national Department of Provincial and Local Government where urban "nodes" have been identified for priority attention. Another complementary initiative is that of the national Department of Housing, which allows additional resources to be targeted into geographical nodes through its **Human Settlement Redevelopment Programme (HSRP)** *(Napier, 2005: 13)*.

The SIPPs, like the current urban renewal nodes, were generally exclusion areas, such as Cato Manor in Durban and Kathorus on the East Rand. One of the fundamental differences between the SIPPs and the new programme, is the fact that the former was funded from a dedicated source of funding. The latter is not since it obtains its resources from the various line function grant-making programmes *(Silimela, 2005: 17)*.

In October 2000 the national Cabinet approved the Urban Renewal Strategy, as urban renewal initiatives were, until then, driven by various institutions in a diverse and unco-ordinated fashion. It grew out of a crime prevention strategy, which was initiated by the South African Police Services (SAPS) that aimed to bring together all the key role-players and initiatives in single areas under a combined force to combat crime. As this programme developed, it became apparent that there was a need for

this co-ordinated action at a whole range of spheres and sectors *(MCA Planners, 2001: 2)*.

President Thabo Mbeki announced the **Urban Renewal Programme (URP)** on 9 February **2001**, during his State of the Nation Address (SoNA) *(MCA Planners, 2001: 1)*. It is part of the overall strategy of the government to work in a new, integrated way to produce results. Programmes, such as the URP, are a recognition that the government wants to maximise the impact of its expenditure and investments on the poor and, to do this, it has to ensure cohesion in the efforts of all its agencies. The URP targets urban communities, with a special focus on vulnerable groups such as women, youth, the aged and the disabled.

URP entails the co-ordination of investment in economic and social infrastructure, human resource development, enterprise development, the enhancement of the development capacity of local government, poverty alleviation and the strengthening of the criminal justice system *(MCA Planners, 2001: 1)*. Identified anchor projects contribute towards urban and economic renewal, social renewal and law enforcement.

The aim of the programme is to co-ordinate many complementary and competing initiatives in a node and to co-ordinate action in a node with reference to a whole range of spheres and sectors. Co-ordination is done in a holistic approach through the steering structures of the three spheres. The programme focuses on giving people access to houses, clean water and sanitation, electricity, health and recreation facilities, roads, affordable and efficient public transport and other social infrastructure. URP has a number of pillars, for example, empowerment, integration, partnerships, the identification of anchor projects and focusing on developmental local government.

The programme has a ten-year life span and has the following objectives:

- To address poverty alleviation and underdevelopment by focusing the resources of government on the nodes. The aim would be to maximise the quality and the quantity of service delivery to the poor;
- To achieve increased equity by bringing these previously excluded communities closer to economic and social opportunities;

- To encourage socially cohesive communities, which are viable, safe, mutually supportive, productive and involved;
- To ensure integration between the spheres and sectors of government, understanding that in order to make a difference in the lives of poor people, all of government should work closely together; and
- To enhance local government capacity to deliver, by building stronger and financially healthy municipalities, which are accountable to communities in the nodes *(Silimela, 2005: 18)*.

On a national level, eight urban renewal pilot areas were identified. These nodal points collectively represent the largest concentration of urban poverty in the country. These urban renewal nodal points are:

- Alexandra (City of Johannesburg, Gauteng province);
- Galeshewe (Sol Plaatje Municipality, Northern Cape province);
- Inanda and KwaMashu (eThekwini Municipality, KwaZulu-Natal province);
- **Khayelitsha and Mitchell's Plain** (City of Cape Town, Western Cape province);
- Mdantsane (Buffalo City Municipality, Eastern Cape province); and
- Motherwell (Nelson Mandela Metropole, Eastern Cape province)
  (MCA Planners, 2001: 1).

(See Annexure 5.1: Presidential Urban Nodal Points)

It is estimated that about 1.63 million people live in these eight nodes (STATSSA 2001), although municipal sources estimate that the number is closer to 2.56 million people.

With the implementation of projects during December 2001 and January 2002, the Urban Renewal **Strategy** became a **Programme.** A large percentage of the budgets of the cities are channelled to the nodes, as these areas represent where the communities live. It is also expected of provinces and national departments to ensure that these nodal areas are prioritised in terms of funding and other support. Some successes have also been achieved to encourage international donors and the private sector to support development in the nodes.

The successful implementation of the nodal programme relies on the involvement of all the **stakeholders**. Partnerships have been established with a variety of role players, such as the Development Bank of Southern Africa (DBSA), Umsobomvu Youth Fund (UYF), National Development Agency (NDA) and the Council for Scientific and Industrial Research (CSIR) *(Mufamadi, 2005: 3)*. Community partnering with government is also an important ingredient for sustainability. The focus, since inception in 2001, has been on matters of institutional capacity and intergovernmental alignment in support of implementation. Subsequently, significant strides have been made to establish and strengthen the institutional platform on which the programme rests. **Anchor projects** are conceived and implemented within the context of the Integrated Development Plans (IDPs) of the nodal municipalities. Furthermore, such projects should fit into the Provincial Growth and Development Strategies (PGDS) of the respective provinces. The synchronisation between local anchor projects, municipal IDPs and provincial PGDS, is an indispensable condition for the sustainability of the programme. These projects also have the potential to anchor development in a specific node *(Silimela, 2003: 64)*. Qualitative and quantitative improvements have been seen in the implementation of anchor projects. In January 2004 the urban nodal municipalities had 98 anchor projects in total. These had increased in number since July 2003, when there was a total of 79 anchor projects. The current projects are valued at R1.95 billion, compared to R1.3 billion in July 2003. The 19% increase in the number of anchor projects has resulted in a decrease in the percentage of projects in the implementation phase. In January 2004 there were 35.8% projects in the implementation phase, compared to 54% in July 2003. This is being countered by an increase in the number of projects in the conceptualisation phase. There are currently 21.4% of these, compared to the 6% in July 2003 *(Mufamadi, 2005: 2 – 3)*.

The programme is spatially targeted to support areas, which experience socio-economic infrastructure neglect and where social capital is weak but has the potential for growth. The understanding that poverty is complex and requires multi-dimensional interventions, has underpinned the range of poverty alleviation programmes that are driven by sector departments in South Africa. The challenge is for the improved planning, budgeting and implementation of these poverty interventions in an integrated manner within the three spheres of government. This

necessitates a focus not only on more and better service delivery, but a significant focus is also on strengthening governance.

From December 2001 to April 2003 the national Department of Provincial and Local Government (DPLG) drafted a policy document on sustainable urban regeneration and growth to guide the Urban Renewal Programme. DPLG still needs to finalise the process of developing the **National Urban Policy** *(South Africa, 2003: 8)*. Based on the finalised national Urban Policy, a national urban renewal strategy, should be developed, which will specifically inform the Urban Renewal Programme and the urban nodes of government across all three spheres. Through this process, the department should establish and propose positive policy linkages between the Urban Renewal and Integrated Sustainable Rural Development Programmes.

It is important to note that there is currently three urban renewal related initiatives within the City of Cape Town, which makes it necessary for the City to appoint an Urban Renewal Programme Co-ordinator, who has drafted an interim institutional delivery framework to seek alignment between these three projects, namely the national Urban Renewal Programme, the German Programme (German Development Bank – *Kreditanstalt fur Wiederaufbau*) and the Cape Renewal Strategy (Provincial Programme). The German Programme and Provincial Programme have different focus areas, as well as specific aims within the URP nodes. The German Programme is focused on the heavy end of renewal infrastructural projects, such as the provision of water and electricity, whilst the Provincial Programme is focused on the soft end of renewal infrastructural projects, such as graffiti removal. These three initiatives are currently integrated and are managed by the Urban Renewal Directorate of the City of Cape Town *(PGWC, 2003: 2 – 3)*.

The challenges of urban renewal for the next decade are informed by the fact that trends in the global economy have consequences for the South African approach to urban development. The last two decades of economic globalisation have contributed to a new global map of wealth concentration and marginalisation of poor urban and rural communities. There is consensus that the 21st century will be characterised by globalisation, urbanisation and feminisation of poverty. With 47% of the world's population currently residing in cities, it is estimated that by 2025 the majority of

people will be urban dwellers, at more than 57%. Three quarters of the world's poor live in the rural areas of developing countries. In 2025 this will continue to be as high as 60%. The majority of people on the African continent live in rural areas and by 2020, it is estimated that the rural population will constitute two-thirds of the continent's population. There are compelling arguments, which point to the following effects of globalisation:

- New global and regional hierarchies of cities have emerged;
- A handful of cities may be regarded as global cities, which are strategic sites for the management of the global economy and the production of the most advanced services and financial operations; and
- New inequalities are manifesting themselves within cities worldwide *(Msengana-Ndlela, 2005: 7)*.

This spectre should have consequences for the manner in which governments, civil society organisations and international organisations seek to influence urban development.

In the analysis of the implications of the 2001 census statistics, various issues have strongly surfaced. According to statistics, the population of South Africa is predominantly urban, with 58% of its people residing in urban areas. This is projected to increase to 64% in 2030. The three major metropolitan areas of the country, namely Cape Town, eThekwini (Durban) and Johannesburg, account for 60% of the national population. Furthermore, the six metropolitan areas in the country produced 56% of the gross domestic product in 2001, with Johannesburg alone accounting for 15%. In spite of the crucial role of the major cities in national economic development, some studies suggest that the absolute number of urban poor people in South Africa has steadily increased. These studies indicate that at least 40% of those who reside in urban areas, are defined as poor. The above challenges require a targeted range of interventions that will arrest urban poverty and maximise the potential of urban economic development for the country as a whole. This has already been spearheaded by the Urban Renewal Programme but will clearly require additional innovative strategies *(Msengana-Ndlela, 2005: 8)*.

One of the statements that inform NEPAD reads as follows: "...(T)he challenge is for the peoples and governments of Africa to understand that development is a process of empowerment and self-reliance. Accordingly, Africans must not be wards of benevolent guardians; rather they must be architects of their own sustained upliftment" *(New Partnership for Africa's Development, October 2001; MCA Planners, 2002: 8)*. This statement could also have been one of the principles, which drive urban renewal in the South African context.

5.2 KHAYELITSHA AND MITCHELL'S PLAIN NODAL POINTS

The 2004 / 2005 Integrated Development Plan (IDP) for the City of Cape Town asked, "is Cape Town becoming a city that is economically successful in a global economy while providing a good quality of life for all its citizens?" Using the South African Cities Network (SACN), City Scorecard, as a framework, an analysis of key trends and indicators in the 2004 / 2005 IDP revealed that in spite of significant success in service delivery, the development pattern in Cape Town is still characterised by social, economic and spatial inequalities. Development indicators for the city, in general, had either not improved or were getting worse. ***Annexure 5.2 outlines the State of the South African Cities Analytical Framework.*** The conclusions reached in the State of the Cities Report 2004 reinforce this and point to a number of factors that have impacted on development progress *(Gotz, Allan and Harrison, 2004: 9; City of Cape Town, 2005: 11)*.

Furthermore, current migration patterns show a net inflow of people from rural areas stretching as far as the Eastern Cape. The influence of migration patterns add an even pressure on the provision of housing in Cape Town. The Western Cape is currently a net-receiving province in South Africa. It is estimated that, on balance some 48 000 people enter the province each year. This represents an increase owing to in-migration of more than one percent of the total population *(City of Cape Town, 2005: 16)*.

5.2.1 NODAL OVERVIEW / PROFILE

Khayelitsha was conceptualised and established in the early 1980's by the then - apartheid government in order to accommodate all the African people who lived in and around the Cape Metropolitan Area. Khayelitsha (which means *"new home"* in

Xhosa) is located approximately 35 kilometres from the centre of Cape Town and far from other centres of economic opportunities such as Bellville and Somerset West *(MCA Planners, 2001: 2; City of Cape Town, 2005: 3)*. This reality has a spectrum of negative implications. The high rate of unemployment, general dysfunctionality of the area and social ills that pervade the area, are mainly attributed to the location of Khayelitsha *(MCA Planners, 2002: 15; City of Cape Town, 2003: 3; 6; 13 – 14)*.

The population of Khayelitsha is estimated at between 400 000 and 800 000 people. The 2001 Census figures estimate the Khayelitsha population to be about 400 000 people, which is disputed by the local people. The huge disparities in the Khayelitsha population figures estimate, coupled with the dismissal by the community of the 2001 Census figures, has negative implications for the planning of interventions, as well as for budgeting for the area *(City of Cape Town, 2003: 14; 2005: 2)*.

As has been mentioned above, Khayelitsha is encapsulated by a spectrum of social ills. These include high levels of HIV/AIDS incidences, high levels of crime and the deterioration of physical living conditions. The HIV/AIDS infection rate in Khayelitsha stands at 27%, far above the national average. Despite the drastic decrease of criminal activities in the past few years, Khayelitsha remains the most dangerous area in South Africa *(MCA Planners, 2001: 4; City of Cape Town, 2003: 15; 18)*.

Khayelitsha has high levels of unemployment. Unless the two nodal communities become part of the development of the Metro and share in the fruits of it's economy, the spatial divide between the rich and poor will remain. There are opportunities though to improve accessibility and to strengthen integration with the Metro through road and rail linkages, as well as through integrated spatial developments. *(City of Cape Town, 2003: 18; 2005: 2)*.

After ten years of democracy, Khayelitsha is still predominantly an informal settlement. In spite of the acceleration of housing developments in the area, Khayelitsha still has huge housing backlogs. The above-mentioned scenario is mainly attributed to a massive exodus of people to Khayelitsha from rural areas and small

towns, as well as a shortage of developable land in the area. In 2005, more than ten thousand shacks mushroomed across Khayelitsha *(City of Cape Town, 2005: 2)*.

As a result of the above-mentioned housing backlog, the government is pressurised to deliver. Quantity is often prioritised at the expense of quality, which is problematic because the houses that are being built in Khayelitsha do not improve the lives of the local people in a qualitative way, but rather commit them to a cycle of poverty.

In response to the above-mentioned challenges, a variety of project interventions have been implemented (see progress report on anchor and non anchor projects) and others are planned for implementation. Institutionally, the URP unit, tasked with driving the URP in both Khayelitsha and Mitchell's Plain, has been established *(City of Cape Town, 2005: 2; 3)*.

Priorities in this area, in general, can be broadly defined as:

- Upgrading access to public transport by extending the Khayelitsha railway line and providing transport interchanges;
- Developing a multi-functional CBD;
- Undertaking a range of infrastructure projects, from sports facilities to crèches and community centres, roads and cemeteries, cycle ways and pedestrian walkways;
- Tackling HIV/Aids and other health-related issues;
- Providing housing, given the context where a high proportion of the residents live in informal settlements;
- Providing support for projects, which are aimed at encouraging sustainable livelihoods;
- Improving safety and security by installing street lighting and CCTV cameras at strategic high crime points;
- Upgrading public space and the natural environment; and
- Working with key stakeholders such as the Khayelitsha Development Forum, the Youth Development Forum and other organisations to build strong community and civic structures *(City of Cape Town, 2005: 6)*.

(See Annexure 5.3: Khayelitsha and Mitchell's Plain Urban Nodal Points)

Mitchell's Plain is an existing, substantially developed, urban area that was conceived in the early 1970's. It is a product of the apartheid era and was developed as a dormitory residential suburb for the coloured community and specifically excluded industry to promote the development of Atlantis as a coloured "decentralisation" point. The development of Mitchell's Plain is based on the "New Town" approach to planning and layout and is informed particularly by the plan for Milton Keynes in the United Kingdom *(MCA Planners, 2002: 15; City of Cape Town, 2003: 16)*. Mitchell's Plain was originally designed to accommodate a population of 250 000 people and, according to the 2001 census, the current population is approximately 300 000 people *(MCA Planners, 2001: 16; City of Cape Town, 2003: 10; 2005: 7; 2005: 3)*.

Three major areas of concern have emerged consistently through community participation as part of the urban renewal process and other studies. These overlapping concerns relate to problematic levels of:

- Economic development;
- Social welfare; and
- Safety and security *(City of Cape Town, 2005: 3)*.

Negative outcomes, which relate to these areas of concern can be attributed to a variety of, often complex, factors. High levels of unemployment and poverty are two of the key factors, which feed the cycle of underdevelopment in Khayelitsha and Mitchell's Plain.

The fact that Cape Town's economy is growing in sectors where the demand for lower skilled workers is declining, has contributed to the problem. In this context, the development and growth of SMMEs and the informal sector, are viewed as crucial to address economic problems. The development of the local economy is, however, limited by a number of factors, some of which are associated with the spatial aspects of the areas:

- **Isolation and Lack of Integration:** The spatial isolation of the two planned dormitory suburbs has meant that they have not been a focus of private sector investment. Compounding the lack in local employment opportunities, this spatial isolation has also meant that significant time and financial costs have

been imposed on local residents in accessing metropolitan opportunities. This isolation is also reinforced by the fact that the areas are spatially not well integrated with each other (with the Swartklip Products site forming a major barrier) or with areas to the north. Furthermore, other spatial linkages with areas of economic opportunity have not been well developed. The False Bay coastal area, resorts, the edge with the Philippi horticultural area do not perform well as part of the settlement and, as a result, have become neglected *(City of Cape Town, 2005: 4)*.

- **Introverted Spatial Structure:** Spatial structure is one that encourages a dispersal of flows of people and activities, which lead to a lack of investment focus and hierarchy of places. In both settlements, though more so in Mitchell's Plain, the movement structure has been developed in an introverted form and planned in a strongly hierarchical format, aimed at maximising mobility. This has:
    - Limited the opportunity for business to a few strategic places to agglomerate at accessible points, which correspond to a strong flow of movement;
    - Lead to scattered and embedded development of business opportunities; and
    - Lead to a lack in clarity, which has guided the location of private sector investment *(City of Cape Town, 2003: 19)*.

Levels of economic development are also hindered by factors that are related to safety in the areas, as well as access to social services including education and skills training. These are mentioned in the following sections:

- **Safety and Security:** A lack of safety presents a serious threat to the well-being of residents of Khayelitsha and Mitchell's Plain and can be traced to three main areas of concern:
    - Criminal activity including assault, rape and murder, which threatens personal safety and has many people living in conditions of fear;
    - Road safety is a major area of concern, which threatens the lives of pedestrians who are often part of vulnerable groups such as the youth and aged; and

- Local disasters including flooding and fire *(City of Cape Town, 2003: 20)*.

There is no doubt that a number of spatial factors contribute to these issues:

- Mass housing approach of the apartheid era, which included the planning of vast dormitory residential suburbs with limited economic and social opportunities, can be regarded as a long-term catalyst for crime and social dysfunction; and
- Excessive amounts of undeveloped green space, which present a real safety concern, contributes to levels of sterility in the environment. Violent crime hotspots occur in:
    - The green buffers on the edges of Mitchell's Plain and Khayelitsha, which often need to be traversed by pedestrians; and
    - Large internal open spaces such as the dune areas in Mitchell's Plain and excessive retention areas in Khayelitsha.

The size of these spaces, as well as the fact that the surrounding built fabric (including civic uses and housing) often bears little relationship to them, means that they are often desolate, devoid of activity and, therefore, ideal places for violent crime *(City of Cape Town, 2005: 5)*.

- **Overprovision of Space for Social Facilities:** The overprovision of space for social facilities such as schools contribute to the threats that are posed in relation to vacant and under-utilised spaces.

- **Inappropriately Designed Movement Network:** Pedestrian and vehicular safety is a serious concern in Mitchell's Plain and Khayelitsha. The design and nature of the movement network has contributed to this as:
    - There is dominance of wide, mobility routes along which high speeds can be reached – conflicts between vulnerable road users (young or elderly pedestrians) and vehicles occur, often near schools, public transport interchanges and activity centres.
    - Non-motorised transport (NMT) is not well catered for.

Furthermore, as has been mentioned, pedestrian routes often traverse where surveillance is limited (for example, where housing backs onto routes or where pedestrian movement is separated from vehicular movement) *(City of Cape Town, 2005: 4)*.

- **Dysfunctional Housing Areas and Infrastructure Provision:** Overcrowded informal settlements, found mainly in Site B, C and the buffer strip in Khayelitsha are, rather than reflecting a specific element of the planned spatial structure of the areas, a dysfunctional outcome of a variety of factors including, amongst others:
  - Population growth and in-migration;
  - High demand for well located land in the northern areas; and
  - Limited land available for housing in Khayelitsha.

  The consequences of this form of development has had real implications on the day-to-day safety concerns and periodic disaster related issues:
  - Narrow, poorly lit, winding lanes between shacks provide points of concealment for would-be assailants. These lanes often have to be used at night to get to communal sanitation facilities, which leave residents vulnerable to attack;
  - Dense informal settlements are susceptible to the spread of fire and are often inaccessible to emergency vehicles; and
  - Informal settlement has occurred and is growing in areas that are prone to flooding *(City of Cape Town, 2003: 20)*.

- **Social Welfare:** Whilst safety is one component of social welfare, which demands special attention in the local context, a variety of other elements of social well-being in Khayelitsha (and pockets of Mitchell's Plan) are a major concern including:
  - The HIV/AIDS pandemic is a major concern (22% of pregnant women are HIV+ in Khayelitsha) along with a variety of other health problems, which are rife especially in Khayelitsha including diarrhoea and TB;

- In spite of he provision of schools, levels of education are poor in many areas linking directly to employability and income earning potential; and
- Apart from health and educational aspects, social well-being is also strongly related to access to cultural, recreational and sporting activities. In spite of strong interest in these spheres, opportunities are limited in many areas of Khayelitsha and Mitchell's Plain *(City of Cape Town, 2003: 19; 2005: 5)*.

Concerns with regard to these aspects of social development are again related to a variety of factors that are strongly tied to problematic patterns of development and facility provision:

- **Dysfunctional Housing Areas and Infrastructure Provision:** With its contributing factors, this outcome has already been mentioned as an important aspect, which relates to safety concerns. Infrastructure problems, especially in dysfunctional informal areas in Khayelitsha, can also be strongly linked to a variety of other social issues:
  - Infrastructural problems such as leakages and blockages in the storm water/sewage system owing to dumping and removed covers, contribute to standing water and the spread of disease; and
  - Overcrowding and unhygienic conditions, which are catalysts for the spread of communicable disease *(City of Cape Town, 2005: 6)*.

- **Facility Under-provision:** Historically, though on a differentiated level, these areas have been underprovided for in terms of a number of types of social facilities:
  - The situation of overcrowding in Site B and C, as described, has placed inordinate pressure on the delivery of social services. Land set aside for social facilities has been invaded and existing facilities cannot satisfy demand.
  - Khayelitsha, in particular, has a limited number of higher order facilities (for example, Khayelitsha has no major hospital with overnight facilities).

- Sports facilities? Link to informal areas of greatest need.
- Many facilities are mono-functional and do not serve the needs of the local community.

- **Lack of Dignified / Special Places:** Where plots are relatively small, the public realm takes on increased significance as the place where people gather, trade, hold events and enjoy recreational activities, which contribute to levels of social cohesion. Opportunities in this regard are limited as few quality developed public spaces exist in either Khayelitsha or Mitchell's Plain.

- **Institutional and Management Issues:** Whilst the previous three sections have drawn the links between social and economic concerns and spatial issues, a variety of other factors contribute to these problems. Although all issues cannot hope to be covered, a number are mentioned below.

- **Fragmented Management:** A number of issues exist, which relate to the management (including operational responsibilities) of publicly provided facilities or services. In the context of the SDF, some of the more pressing issues relate to:
  - Facilities management – ensuring that investment in facilities such as sports halls, multi purpose centres and schools is translated into good operational practices (the lack of which has constrained access to facilities, meant that open space has been used for sport fields and has resulted in degradation in their condition);
  - Open space management, which includes maintenance and clearing (the lack of which presents a threat to safety such as the dune areas in Mitchell's Plain);
  - Operation of the public transport system to ensure non-destructive competition and 'universal access'; and
  - The absence of a proper Area Management model within Mitchell's Plain resulted in centralisation of all service delivery structure, which has proven to be a challenge when it comes to the implementation of projects *(City of Cape Town, 2005: 6)*.

Priorities in this area, in general, can be broadly defined as:

- The expansion and revitalisation of the Mitchell's Plain CBD is a major priority, given the low level of private sector investment in the area and the competition for the shopping rand outside Mitchell's Plain;
- Upgrading the public transport system, on which the majority of residents rely;
- Housing development, which is necessary to accommodate a large population of people currently living in overcrowded conditions or in backyard shacks. Providing social development support, which includes community centres, facilities for youth and family support, upgraded public spaces and sports facilities, as well as a range of initiatives aimed at addressing issues such as life skills, training, youth development, substance abuse and HIV/Aids;
- Improving safety and security; and
- Upgrading the natural and built environment *(City of Cape Town, 2005: 7)*.

5.2.2 BACKGROUND / OVERVIEW OF PROGRESS

This section focuses on an overview of the progress made, in terms of institutional capacity, social cohesion, access to government services, infrastructure and local economic development, in Khayelitsha and Mitchell's Plain. This is explained in the paragraphs that follow.

5.2.2.1 Institutional Capacity (nodal co-ordination and support of national and provincial departments)

Until 2003, there was relatively slow progress with development projects in the node owing to the lack of dedicated capacity within the City of Cape Town. In response, an Urban Renewal Unit was established by the City of Cape Town in 2003. The Unit includes a director, two area managers, a financial manager and administrative support. The Unit also has a marketing and communications component, as well as a skills development component, which specifically deals with capacitating communities. Each line department in the City of Cape Town manages the implementation of projects and the Unit supports the project managers and ensures that projects are aligned with the URP principles. The Unit's financial manager is responsible for tracking expenditure on projects within the various departments.

The Urban Renewal Directorate in the City of Cape Town has formulated a long-term public investment strategy and a medium term expenditure framework to co-ordinate budgets and project implementation of the three spheres of government. The strategy includes the development of a Spatial Development Framework (SDF), Environmental Management Framework (EMF), Vacant Land Study and a Traffic Management Plan.

There is generally a good working relationship between national and provincial departments and the nodal co-ordinators. The national departments of Provincial and Local Government, Environmental Affairs and Tourism, Housing, Home Affairs, Arts and Culture and SAPS have each played an active role in the node, as have the provincial departments of Community Safety, Social Services and Poverty Alleviation and Education *(PGWC, 2005: 4)*.

5.2.2.2 Social Cohesion

Khayelitsha is an area, which is characterised by unacceptably high crime rates and this was one of the reasons for the area being identified as a Presidential node. To address this, there is an increased police presence in the node and a Magistrate's Court has been built to deal with the broader justice system in Khayelitsha. Anecdotal evidence suggests that residents of Khayelitsha now feel safer and crime rates appear to have decreased significantly. However, this is one key area in which indicators should be developed and baseline information should be determined to track progress over time. The Provincial Department of Community Safety and SAPS should play a key role in supporting the nodes with the appropriate data and monitoring progress. Both the SAPS and the provincial Department of Community Safety are in the process of developing and facilitating the implementation of an Integrated Crime Prevention Strategy for the urban nodes *(PGWC, 2005: 5)*.

The Khayelitsha Development Forum (KDF) has been in operation for the past 10 years and has assisted with setting up the Mitchell's Plain Development Forum (MPDF). The City of Cape Town plans to integrate the two forums and is also working towards physically integrating the two nodes in terms of space and structures. Communication with communities is a constant challenge and communities should be able to understand what is possible within the constraints of

time and budgets. The Mitchell's Plain node interacts with communities at least once a month. Apart from integrating the development forums at all levels, it is important to signal the importance of integration by identifying a name for the node, as "Khayelitsha / Mitchell's Plain node" reflects the divisions of the past.

5.2.2.3 Access to Government Services

In both Mitchell's Plain and Khayelitsha, the Department of Social Services and Poverty Alleviation has been active to ensure that social grant beneficiaries have easy access to pay points. The department always had a presence in the node but extended their accessibility by deploying officials to all areas within the nodes. Information dissemination could be further improved through the deployment of Community Development Workers (CDWs). Multi-purpose centres (MPC) are planned for both nodes, and BP, Shell and the Mandela Foundation Fund contribute to the MPC in Mitchell's Plain. In Khayelitsha, the completion of a Magistrate's Court and Home Affairs office have meant that residents no longer have to travel long distances to access these services.

Municipal services are accessible in built-up areas of Mitchell's Plain and Khayelitsha and residents who live in informal settlements have access to communal water stands, sanitation (either waterborne or ventilated pit latrines) and refuse removal at least once a week. These services are limited, however, both areas have significant housing backlogs. Informal settlements are not as prevalent in Mitchell's Plain as in Khayelitsha, but there are many backyard shacks. The planned housing projects will enhance service delivery in the nodes *(PGWC, 2005: 5 – 6)*.

There are health clinics in Mitchell's Plain, as well as a day hospital. However, the day hospital is insufficient for the area, which it serves. Clinic facilities are available in Khayelitsha but residents are dissatisfied with the quality of services, that are provided. A primary health care hospital is planned for the Khayelitsha area. Ambulance services are rated as poor in both Khayelitsha and Mitchell's Plain and this issue has been raised with the provincial Minister and Head of Department of Health in the province.

5.2.2.4 Infrastructure

There are a number of community facilities in Mitchell's Plain and Khayelitsha, such as community halls and libraries. However, both areas lack playground and sports facilities, which could be addressed through making provision for these facilities in the spatial planning processes and using school sports facilities outside of school hours.

Mitchell's Plain is regarded as a dormitory township and economic opportunities mainly exist beyond the boundaries of the area. Mobility thus plays an important role in linking households to opportunities outside the area. A Public Transport Interchange, CBD upgrading, pedestrian bridge and Southern Terminal and CCTV cameras will improve the public transport facilities, as well as improve commuter safety and mobility. Transport infrastructure is also poor in Khayelitsha. A 4.2km railway extension, two railway stations, four pedestrian bridges, four road-over-rail bridges and two public transport interchanges will significantly improve the current public transport system and will reduce the cost of travel by commuters.

There has been considerable infrastructure investment in the nodes. Projects that are completed or are in the process of being completed in Khayelitsha, totalled about R253 million in 2004, of which housing represents about 55%. Projects that are completed or are in the process of being completed in Mitchell's Plain, totalled about R247 million in 2004, of which housing represents 21% *(PGWC, 2005: 6)*.

5.2.2.5 Local Economic Development

As noted above, Mitchell's Plain has functioned as a dormitory township and economic development takes place on a small scale. To address this, a Northern Terminal and Market Square are near completion and will enhance the opportunities for informal training. There has been considerable investment in the Mitchell's Plain CBD, with a committed budget of R59 million and a total budget of R108 million. The investment has focused on transport infrastructure and the upgrading of the CBD area.

In the Khayelitsha CBD project, R265 million was secured from the private sector to provide for a number of commercial projects, including a retail centre and service

station. Economic activities may increase with the planned film studio for Faure. The implementation of various projects in the area has managed to create 1 237 jobs with 155 permanent positions *(PGWC, 2005: 7)*.

Annexures 5.4 and 5.5 illustrate the photo galleries with regard to projects and special events in Khayelitsha and Mitchell's Plain.

5.2.3 PROJECT IMPLEMENTATION: IDENTIFICATION OF ANCHOR AND QUICK WIN PROJECTS

The implementation of projects that are related to the URP has been done around a model of anchor projects. These are a handful of projects per nodal municipality, which seek to test various approaches to planning, design, budgeting and implementation. The purpose of the anchor projects was to initiate the implementation of urban renewal within the nodes. These projects mainly address infrastructure and economic needs of the nodes, however, the projects have socio-economic impacts *(Silimela, 2002: 1)*.

At the political champion meeting of 14 April 2003, the identified Quick Win projects (2002 / 2003), as well as the Anchor projects (2003 / 2004) for both Khayelitsha and Mitchell's Plain, were approved. The identified Quick Wins and Anchor projects for both Khayelitsha and Mitchell's Plain conform to the community's needs and priorities. The Quick Win projects were financed with the dedicated Urban Renewal portion of the City of Cape Town's Equitable Share Fund. This allocation included R8.851 million for Khayelitsha and R4.614 million for Mitchell's Plain in the 2002/2003 financial year. These funds had to be spent by the end of June 2003. It is the national government's intention to grant such funds to the City of Cape Town so that they may be used to support the development of the Urban Renewal Programme. At the fourth Political Champion's meeting, the Political Champions decided that a Business Plan regarding Urban Renewal for the Khayelitsha and Mitchell's Plain Nodal Points, should be compiled by officials within the City of Cape Town. A first draft of the Business Plan was tabled by the end of July, with the completion thereof set for 20 August 2003 *(PGWC, 2003: 3 – 4)*.

This programme has had a slow start owing to inhibiting circumstances and the institutional framework, which was only being cleared by the City of Cape Town in March 2003. However, during the course of 2003, vigorous intervention from the national and provincial government to re-direct and stimulate the programme and to enhance the involvement of the nodal communities, had become evident. These events and initiatives, such as the development and implementation of a comprehensive business plan, will lead the way towards greater performance with the implementation of the programme in the years ahead *(PGWC, 2003: 8)*.

The City of Cape Town and its partners have selected 10 anchor projects that will have a real and positive impact on the lives of residents. These projects will also encourage other investment by the public and private sector in the area *(Urban Renewal Newsletter 1 (1), 2005: 1; Silimela, 2003: 64)*.

For details of progress made with the implementation of Anchor and Quick Win projects, as well as the Project Consolidate projects and the Western Cape provincial contributions in Khayelitsha and Mitchell's Plain, refer to Annexures 5.6 and 5.7.

The following achievements or milestones were made during 2004 and 2005 with regard to the URP in Khayelitsha and Mitchell's Plain.

Achievements / major milestones for 2004:

- Implementation of the URP Marketing strategy to include an information pamphlet and newspaper adverts;
- Establishment of an Urban Renewal Department within the City of Cape Town;
- Signing of the agreement with the German Development Bank, KfW, to implement the VPUU programme to the value of 6m Euros;
- Initiating the production of a basket of strategic tools, which will inform the formulation of a public investment strategy and a medium term expenditure framework as a guide for the coordination of budgets and project implementation from the three levels of government for the next three to seven years:

- Spatial Development Framework;
- Environmental Management Framework;
- Profiling of the Urban Renewal Nodes;
- Vacant Land Study;
- Traffic Management Plan; and
- Review of the Urban Renewal Business Plan.

- Khayelitsha CBD:
  - Credit approval secured for R265 million from Rand Merchant Bank;
  - R48 million spent (public funding);
  - A further R16 million public funding committed;
  - 950 temporary and 35 permanent jobs created during construction;
  - 47-50% of work to HDI companies; and
  - Community Trust established.
- Rail Extension:
  - Detailed design and planning complete.
- HIV / AIDS:
  - Youth Clinic at Site C completed and operational;
  - 16 peer educators appointed at high schools;
  - 120 temporary jobs created; and
  - 80 local labourers during construction.
- Mitchell's Plain CBD:
  - Promenade Retail Centre Phase 1, 41 000m², completed and opened in October 2003;
  - Promenade Retail Centre Phase 2, 10 000m², completed and opened in October 2004;
  - BP Service Station and food outlets currently under construction;
  - Office accommodation of 10 000m², which was completed in June 2005;
  - 5 000 temporary jobs created during construction;
  - Approximately 3 000 permanent jobs created through this project to date;
  - Transport Interchange and Informal Traders Market, R47 million spent to date; and

- 300 temporary jobs created to date (16 927 labour days).

- Lentegeur / Mandalay Public Transport Upgrade:
  - Mandalay Link Road complete;
  - Upgrade to sidewalks and pedestrian crossings complete; and
  - Upgrade to Lentegeur Station Eastern Forecourt complete.
- Tafelsig Youth and Family Development Centre:
  - Financial protocols agreed to with Nelson Mandela Foundation; and
  - Budget commitment secured from Provincial Department of Social Services and Poverty Alleviation.
- Swartklip Regional Sports Complex:
  - Phases 1 and 2 complete (fencing, entrances, re-alignment of fields, landscaping and multi purpose hard surfaced courts); and
  - Construction of indoor facility to commence in February 2005 *(City of Cape Town, 2005: 9)*.

Achievements / major milestones for January to July 2005:

- Consultancy Consortium Firm, which will assist with the implementation of R120 million Violence Prevention Through Urban Upgrading programme (VPUU) in Khayelitsha, has been appointed. The project seeks to address crime and violence and also to empower local communities in crime prevention programmes. The Implementation Consultants began work in August 2005.
- VPUU institutional posts advertised.
- Social Crime Prevention Peace and Development Programme launched by the Mayor, Provincial Minister of Community Safety, Western Cape Commissioner of Police, German Consul General, community of Khayelitsha and a spectrum of stakeholders. 55 Community Peace Workers, out of 110, have already been trained at a cost of R77 million.
- Building of 17 500 square metres retail centre in the Khayelitsha CBD has commenced and was completed in November 2005.
- In spite of being loosely co-ordinated and without active participation of the local communities, two imbizos, which were convened by the national Department of Correctional Services and the national Department of Health,

were held in Mitchell's Plain and Khayelitsha, respectively and were both attended by the respective national Ministers and their provincial counter-parts.

- Sibanye Arts and Culture centre, which benefits HIV/AIDS affected and infected people, opened in January 2005. The centre assists in market identification, product quality, assurance and training.
- Four hundred and five houses completed and occupied (still a drop in the ocean when reconciled with the housing backlog).
- R4.5 million secured from EDF and PGWC for retrofitting 800 houses in Khayelitsha.
- Mitchell's Plain Public Transport interchange is now 75% complete. The completed components are:
    - Portland's Bus and Taxi Terminals;
    - Informal Trader Area;
    - Northern Terminal Bus and Taxi Terminals;
    - Administrative Buildings;
    - New Roads Infrastructure;
    - Landscaping; and
    - New Market for Informal Traders.
- An Economic, Job Creation and Investment Summit was held to ensure that businesses in Mitchell's Plain strategise to bring private and public investment to Mitchell's Plain and also to identify business opportunities for local businesses and entrepreneurs. The outcomes achieved thus far include:
    - Launching of a Proudly Mitchell's Plain Exhibition in June 2005; and
    - Establishment of three Consortiums to engage in business opportunities.
- The construction of 4 400 housing units has commenced to ensure that "a home for all" is realised for the residents of Mitchell' Plain. To date, 100 housing units have been delivered and handed over for occupation.
- The establishment of a Project Committee, which seeks to assist with the fast tracking of projects through proper consultation with contractors, consultants, sub-contractors and service providers to ensure that the local labour and

enterprise targets are achieved in line with the EPWP guidelines. The committee consists of:

- 5 Councillors from the Mitchell's Plain Sub-council;
- 3 Members of the Mitchell's Plain Development Forum;
- Urban Renewal Manager; and
- Skills and Employment Development Coordinator.

- Mnandi Resort had been given International Blue Flag Status after intervention to upgrade the Resort *(City of Cape Town, 2005: 10 - 11)*.

5.2.4 INSTITUTIONAL ARRANGEMENTS AND COMMUNICATION MECHANISMS

This section focuses on an overview of the progress made, in terms of institutional arrangements, marketing and communication mechanisms. This is explained in the paragraphs that follow.

5.2.4.1 Institutional Arrangements

The focus, since inception in 2001, has been on matters of institutional capacity and intergovernmental alignment in support of implementation. Significant strides have been made in establishing and strengthening the institutional platform on which the URP rests.

Cabinet has mandated DPLG to take overall responsibility for the management, implementation and monitoring of the URP. This necessitated that the department be restructured in line with its new responsibilities, which lead to the creation of a new Urban and Rural Development Branch in 2003. The URP is a standing item on the agenda of the **FOSAD Social Sector Cluster** (an institutional forum of national Director-Generals) and reports to the Cluster on a monthly basis. Through the SSC, the URP management within the department, reports to **Cabinet Lekgotla** twice a year, which is every July and January *(Urban News 1 (1), 2004: 2)*.

Integration and co-ordination are central and primary principles of the programme. As the system of cross-sphere and cross-sectoral co-ordination is still in the process of maturing, URP seeks to pilot systems that facilitate enhanced integration in planning, budgeting and implementation. The **Urban Renewal Forum (URF)** was established in 2002 to bring together local, provincial and national role-players who are

responsible for the nodal programmes. The aim is to maximise the impact of the nodal programmes through more coherent support in order to identify nodal needs and priorities. Significant successes have been achieved through this forum. The URF has fostered a community of learning and sharing between the nodes. It has stimulated national sector departments to develop closer linkages with local officials and facilitated much closer supportive working relationships between local, provincial and national spheres of government. The forum will continue with this initiative but make minor adjustments in order to improve its effectiveness. Meetings will continue to be rotated among the nodes to allow them to take turns as the host. These meetings would be held quarterly and the strategy would allow for learning and the exchange of ideas, which will focus on a specific issue of particular challenge. During 2004 DPLG also finalised the **Terms of Reference** of the Urban Renewal Forum *(Urban News 1 (1), 2004: 2)*.

The provincial government of the Western Cape (PGWC) will make use of two structures, one on an official level and one on a political level to co-ordinate and monitor the progress and achievements made with URP. On an **operational level** the Department of Local Government will establish a Provincial Inter-Departmental Task Team (PIDTT) via the **Provincial IDP Assessment Committee**, chaired by the Head of Department or the Chief Director, which will meet every second month. This committee will comprise of representatives from all the provincial departments, some national departments, as well as the City of Cape Town. Whilst on a **strategic / policy level** the provincial government will make use of the **Provincial Top Management Committee** chaired by the Director-General. URP will be a standing item on the agenda. On a political level the provincial government created a system of Cabinet Committees and the **Provincial Cabinet Committee**, which is responsible for URP, will meet on a regular basis. This meeting will be chaired by the Provincial Minister of Local Government. To further consolidate co-operation and co-ordination, the Provincial Cluster structures will be fully utilised to bring and keep officials and politicians on board in respect of URP *(PGWC, 2003: 1)*.

In order to determine the institutional framework structure for the URP, in the City of Cape Town, it was important to clarify the roles and responsibilities of all the stakeholders involved within the process.

Therefore, the roles and responsibilities of the three spheres of government, with regard to the national Urban Renewal Programme (URP) within the Khayelitsha and Mitchell's Plain Nodal Points, are as follows:

- **National government** will be responsible for general monitoring and co-ordination;
- **Provincial government** will co-ordinate the activities of all implementing agents and role players and should monitor the progress of the overall projects;
- **City of Cape Town** is the implementing agent and is responsible for facilitating implementation and for monitoring progress on specific projects; and
- **Communities** - Communities of Khayelitsha and Mitchell's Plain *(City of Cape Town, 2003: 4).*

Annexure 5.8 outlines the Urban Renewal Institutional Framework Structure.

The **Urban Renewal Programme Unit** has the following roles and responsibilities: Overall responsibility for co-ordinating and managing all aspects of the Khayelitsha and Mitchell's Plain UR projects and programmes; alignment of URP with City, provincial and national strategies; to promote community ownership of the URP; facilitate community organisations' co-operation in driving URP; mobilise various organisations to facilitate effective and efficient empowerment of communities; ensure co-operation of different spheres (sector) of government to tackle problems in a co-ordinated manner; empower and capacitate the community (leaders) to drive the programme (KDF / MPDF); ensure that all individuals, organisations and stakeholders are informed about the project (communication and marketing); ensure that meaningful participation occurs during implementation, post implementation and on an ongoing basis; facilitate political buy-in from different spheres of government and responsible departments so as to co-ordinate and expedite projects identified (by the nodes); align URP with the City's IDP political strategic goals and objectives including macro strategic objectives (service delivery); and the mobilisation of resources (financial and other) to implement identified projects (i.e. all spheres of government, private sector and donor funding) *(Penxa, 2004: 6).*

The **URP Multi-stakeholder Steering Committee** is responsible to ensure inter-sectoral and inter-sphere project planning, budgeting and implementation; ensure that different stakeholders talk to each other; to give support and guidance to URP implementation; to monitor and evaluate URP implementation; to cultivate and foster co-operative spirit at a strategic level;. to ensure co-ordination and integration in terms of URP implementation; facilitate mobilisation of resources (skills, capacity and funds) for projects / programme implementation; and act as ambassadors for URP *(City of Cape Town, 2003: 4)*.

The **Nodal Project Steering Committee** has the following roles and responsibilities: Vision and strategy interpretation; facilitate with the relevant stakeholders regarding the conceptualisation of projects and programmes; packaging of programme and project plans; monitoring, evaluation and reporting on projects / programme implementation; enhancing of an enabling environment for project implementation, for example, bottlenecks (stumbling blocks); serving as a link between the community and URP; advice, input and recommendations on project budget; and project reviewal and approval prior to finalisation.

The different roles and responsibilities of the **Khayelitsha Development Forum (KDF) and Mitchell's Plain Development Forum (MPDF)** were as follows: Identify and articulate community needs; popularise the programme; ensure community ownership and participation in the programme; form part of structure driving URP within the City; be the voice of communities with regard to URP; partner in development with various partners and role players; propagate for a people centred approach to development; mobilise recourses; and education and training of members and the community *(City of Cape Town, 2003: 5)*.

The **City of Cape Town** has the following roles and responsibilities: Ensure incorporation of the URP into the IDP and it's reflection in the municipal budget; implementation of the programme and various projects in the spirit of URP with a special focus on sustainability; foster partnership with various partners and role players; play a developmental role; manage and drive URP; drive (jointly with KDF and MPDF) project implementation; finalise business plans and secure adequate resources; ensure community involvement in project identification and

implementation; mainstream URP into core business of the City; avail and manage resources; overall monitoring and evaluation of the programme (with other spheres); make appropriate resource allocations; co-ordination role with guidance from DPLG and the IDP; resource unlocking role at municipal level (various departments); lobby for resources from various provincial departments (re-direct existing funds); create awareness at a local level for all departments; ensure URP finds expression in IDP; and ensure the full participation of council political structures *(PGWC, 2003: 4; Penxa, 2004: 8)*.

The **Provincial Government** has a co-ordination role, vis-à-vis, the various departments within the provincial government, with guidance from DPLG and the IDP; resource unlocking role at provincial level (various departments); lobby for resources from various provincial departments (re-direct existing funds); create awareness at a provincial level for all departments; ensure URP and CRS finds expression in the IDP; political intervention through the political cluster; drive service delivery, especially health and education; monitoring and evaluation; key link to DPLG with regard to upward reporting; direct support to the nodes; make and influence decisions on provincial resource allocation *(PGWC, 2003: 4; Penxa, 2004: 9)*.

The **National Government** is responsible for policy and strategy formulation; direct support to nodes with regard to human and financial resources; lobby for additional resources to nodes; programme management; overall management performance monitoring; support to provinces and nodal municipalities; and sharing of national perspective *(City of Cape Town, 2003: 6; Penxa, 2004: 10)*.

A national document to clarify the roles of political champions, materialised during March 2003 *(PGWC, 2003: 5)*.

5.2.4.2 Marketing and Communication Mechanisms

An indicator of the evolving maturity of the URP at the local sphere, is the increasing emphasis on communication. A communication strategy has been developed and endorsed by Council and the communities, the programme has been given their own

branding in the form of a logo and vision and nodal newsletters are produced *(South Africa, 2004: 10)*.

The following vision, as agreed upon by the local communities for Khayelitsha and Mitchell's Plain, was summarised:

"With our own skills we shall improve our lives and the lives of generations to come."

"Met ons vaardighede sal ons ons lewens en die lewens van generasies wat na ons kom verbeter."

"Ngezakhona Zethu Sinako Ukuphucula Umbomi Bethu Nesizukulwana esizayo."

(City of Cape Town, 2003: 13).

Figure 5.1: The URP logo for Khayelitsha and Mitchell's Plain.

Together, building a stronger nation
Sonke sakha isizwe esomeleleyo
Saam, bou ons 'n sterker nasie

(Madikiza, 2004: 6).

Logo Rationale

This logo is reminiscent of the **South African flag** in its use of colour and shape. As with the flag, the central Y-shape represents the convergence of diverse elements within South African society; unity through diversity; going forward together as one nation.

The **human form** that the logo takes reflects many people working together, striving to make South Africa a better place. With the figures' arms extended upward, the logo conveys a celebration of partnership and unity; confidence and pride.

Set within the protective embrace of the mountain, the group of figures depict a bud or **flower-like shape**, suggesting an organic sense of renewal / rebirth / regeneration; and of growth, upliftment and sustainability.

The mountain in the logo demonstrates that this aspect of Urban Renewal is unique to Cape Town.

Finally, rising over Cape Town and Table Mountain, encircling the whole, is **the sun** – leaving an overall impression of strength, hope and optimism *(Madikiza, 2004: 6 –7)*.

Rationale for preferred payoff line

"Together, a stronger nation" is a payoff line that would seem to encapsulate the broader themes of the Urban Renewal programme. It implicitly suggests the notion of collective responsibility for progress, whilst hinting at the programme's collaborative nature. It is an inclusive statement, both in that it involves the reader rather than talking at the reader, as well as the fact that it speaks equally to each population and socio-economic group. Lastly, this payoff line has a heroic feel, which is complimentary to the altruistic nature and sheer scale of the Urban Renewal programme *(Madikiza, 2004: 8)*.

The marketing of Cape Town's URP is not a question of "selling" it to gain publicity. Rather, it is a question of adding value to the programme by expanding its impact, its sphere of influence and the amount of local and external partnership involvement in the programme. The marketing of the programme, therefore, should be an integral part of its operational philosophy: to both draw in new partners and retain the commitment of current partners.

The following should be the overall **objectives** of marketing the URP:

- **Partnership building:** The challenges, opportunities and successes of the programme should be communicated so that its many potential societal partners (the three spheres of government, business and investors, the communities themselves, the City as a whole and even the global development fraternity) commit their support and their resources.

- **Knowledge sharing:** As the URP is a ground-breaking initiative, it is important that its learnings be shared: both within the communities of Mitchell's Plain and Khayelitsha and in relation to other communities faced with developmental challenges. It is likewise important that government officials, NGO's and international development agencies are aware of the programme's learnings and objectives, so that they can both learn and make contributions.

- **City pride and ownership:** The fact that Cape Town has two URP nodes and that those two nodes make up almost a third of Cape Town's population, makes it important that Capetonians, in particular, feel a sense of pride and ownership of the programme. This is even more important within the communities themselves, not least because community pride is, in itself, an essential aspect of the development process. When people see change for the better, they are inspired to do more. As negative perceptions are reversed, there is also a better prospect for investment by businesses and economic growth *(City of Cape Town, 2003: 28; Madikiza, 2004: 4 – 5)*.

A successful marketing programme will have, at least, the following **components**:

- **Branding:** The branding of the URP is more than a logo for letterheads, banners and project billboards. It should also express the vision, philosophy and values of the project. As such, it should communicate clearly and in a memorable way what the programme stands for.

- **Marketing resources:** Responsibility for marketing the URP should be shared between all partners and participants. However, it is important that a single person, team or agency be appointed with the responsibility for the key

aspects of the marketing programme. An important aspect will be collecting and disseminating the events and stories that will stimulate interest. An annual overall budget should be allocated and individual programmes and projects should also budget for their marketing. A key aspect of the marketing resources is the marketing collateral. This would include posters, brochures, pamphlets and website material. Funds should be set-aside for this purpose. The Business Plan itself should be seen as a key piece of marketing collateral, since it sets out what the programme aims to achieve and should provide all stakeholders with an idea of how they can make a contribution.

- **Performance monitoring:** In order to market the programme, it will be essential to have credible and useable information on what has been achieved. It is important that measurement be made of inputs (resources put in and activities undertaken) outputs (successful projects completed) and outcomes (changes to levels of employment, crime and health). For the programme to retain credibility and be useful to other stakeholders, it will be important to identify successes and failures. This will help to create an atmosphere of learning and pro-activeness.

- **Marketing channels:** The URP, as a subject of public interest, can command a vast amount of media attention at little or no cost. It is important, therefore, to seek the widest range of cost effective marketing channels. Some, which can be mentioned, include:
  - National radio and television: news broadcasts and documentaries;
  - Local radio: Khayelitsha, for example, has its own radio station, which could include daily URP slots;
  - Development journals: published research articles to attract foreign partners in the development field;
  - A website also providing links to the various partners;
  - Presentations and road shows to relevant and interested groups;
  - Special events and competitions;
  - Project billboards; and
  - A special URP newsletter.

- **Programming:** A marketing strategy should be developed and accepted by the core partners of the URP. This should spell out clearly what the longer term objectives and desired outcomes are. The strategy, in turn, should be translated in annual marketing objectives, budgets and methodologies. In the early years, for example, it will be important for people to know that the URP exists and what it stands for. At this stage, local stakeholders should be prioritised. In later years, it will be more important, perhaps, to showcase successes and share learnings *(City of Cape Town, 2003: 28 – 29; Madikiza, 2004: 10 – 11).*

An annual marketing audit should be produced, so that the Multi-stakeholder Committee is aware of what has been achieved and so that new resources can be mobilised and / or new objectives set.

Annexure 5.9 illustrates an example of an advertisement with regard to the Presidential Urban Renewal Programme in Khayelitsha and Mitchell's Plain.

5.2.5 KEY CHALLENGES AND STRATEGIC THRUSTS

The overall objective of the programme is to be a systematic and sustained intervention to alleviate poverty and significantly address underdevelopment.

The key challenges as defined by the City of Cape Town are:

- Unemployment;
- Crime;
- Health;
- Education;
- Lack of better services;
- Sustainable Housing Development;
- Social and economic integration (sustainable communities); and
- Support for vulnerable groups *(PGWC, 2003: 1).*

Rationale for a broad strategic approach:

- It is a fact that these areas have been planned to be "separate" under previous policies.

- For this, and for a variety of other reasons, it does not represent a balanced urban structure.
- The population consists almost exclusively of previously disadvantaged individuals and poverty, with all its manifestations, is prevalent.
- Being separate and not having a balanced urban structure, creates conditions for a poverty trap, where it becomes difficult to escape to the mainstream of economic and social opportunity.
- Also, taking into account the IDP's emphasis on integration, it is clear that any strategy to turn decay around and address poverty and underdevelopment, should address the social exclusion that these areas experience.
- Taken with international experience in urban renewal, it becomes imperative to firstly address all issues contributing to a feeling of neglect regarding the environment and service delivery – to build a feeling of belonging and pride.
- In addition, poverty should be addressed through a variety of programmes.

The strategic theme has been identified, namely to:

Address social exclusion and poverty on a foundation of economic opportunity and job creation.

The strategic thrusts (medium term development outcomes) of the programme in Khayelitsha and Mitchell's Plain lay on eight fronts:

Promoting local economic development: The key to economic development is entrepreneurship and investment confidence. It should be worthwhile for entrepreneurs to move there and less costly to stay. The government has the important role to create the environment for this to happen.

- promoting entrepreneurship;
- supporting SMME's;
- ensuring a clean, attractive and safe environment;
- incentives for investment;
- assisting entrepreneurs and investors hands-on to cut through bureaucracy and red tape; and
- make effective and efficient governance a reality *(PGWC, 2003: 2)*.

Fighting crime effectively: It is about creating a law-abiding, safe and secure environment.

- zero tolerance;
- visible policing;
- top class police service to communities;
- effective judicial system;
- gang intervention strategy; and
- addressing crime at the source.

Education, training and skills development: Access to a job, begins with the ability to do the job. High quality education, training and skills development, is the single most important contribution, which the government can make to promote economic development and, therefore, push back poverty.

- children should be at school and not on the streets;
- quality education should be available;
- awareness about the importance of education up to a tertiary level;
- addressing illiteracy;
- ABET; and
- Skills development.

An environment to be proud of: A clean, well maintained environment (streets, parks and public buildings) will give a sense that the community is not neglected, that things are not falling apart, that society is not doomed and that there is order.

- clean;
- well-maintained;
- visible service delivery staff;
- well managed graffiti; and
- greening *(PGWC, 2003: 3)*.

Efficient, integrated and user-friendly transport systems: Transport plays a major role in empowering these communities to become part of mainstream activities – socially and economically. There is a positive correlation between poverty levels and dependency on mass transport.

- convenient and safe; and

- affordable.

Labour intensive methods of construction: Given the high unemployment figures, it is essential that every effort is made to use labour intensive construction methods wherever possible.

- public works programmes.

Focus on youth programmes: Parents should be assisted to counter the influence of the criminal economy based on drugs, prostitution and gangsterism.

- role models;
- using sport as a tool; and
- creating hope.

Well-managed safety nets: Focus on:

- indigent policy;
- free basic services;
- social support grants;
- effective, efficient, user friendly health services; and
- housing *(PGWC, 2003: 4; Urban News 1 (1), 2004: 4))*.

5.2.6 DEVELOPMENT TRENDS AND INTERVENTIONS

Over the past year, the City of Cape Town, in partnership with various stakeholders, has embarked on strategic initiatives, which are aimed at adding value to the business planning process, as well as giving strategic direction to URP implementation in both Khayelitsha and Mitchell's Plain. There were defficiencies in the final business plan, approved by the City of Cape Town in 2003. It lacked sectoral strategies and programmes, as well as spatial content. The strategic projects mentioned below are aimed at filling gaps in the URP business plan, as well as to enhance it *(City of Cape Town, 2005: 7)*.

Figure 5.2 illustrates the identification of strategic projects to enhance the implementation of the URP Business Plan.

URP Spatial Development Framework (URSDF): As mentioned above, the URP business plan lacked a spatial component and, to fill in this gap, URSDF project was initiated and an amount of R300 000,00 was budgeted for the project in the 2004/05 financial year. Already, the draft URSDF indicates where spatially interventions should be made and, for the first time, integrates Khayelitsha and Mitchell's Plain *(City of Cape Town, 2005: 7; MCA Planners, 2005: 1)*.

The draft URSDF is available for comments and already it has gone through a comprehensive consultation process with multi-stakeholders. The key strategic thrusts that URSDF are based on are:

- Improving access to services and amenities;
- Enhancement potential for access to economic opportunities; and
- Safe and secure environment *(City of Cape Town, 2005: 7)*.

URP deals with the dysfunctionality of the areas and makes proposals for short to long-term implementation intervention.

Profiling of the Urban Renewal Nodes: The 2001 Census findings, especially the population figures, are disputed by the community, as well as by other stakeholders that operate in the areas. Khayelitsha has high levels of in-migration and, as a result, its landscape is constantly changing. For example, over the 11 months, more than ten thousand shacks mushroomed all over Khayelitsha *(City of Cape Town, 2005: 7)*.

The Profiling of Nodes Initiative is aimed at verifying the profile of both Nodes, confirms the Nodes structural composition, as well as establishes baseline information that is reliable and acceptable to both communities. An amount of R500 000 was allocated for the implementation of the project. The project will be concluded in the 2005/06 financial year. The Census 2001 information is used as baseline information to address socio-economic backlogs.

Housing Gap Analysis Initiative (project): An amount of R100 000 was approved in December 2004 for the formulation of the housing initiative in Khayelitsha and Mitchell's Plain. The project will be completed in the 2004/05 financial year. This project is of strategic importance because housing is a primary priority in both Nodes

and has also been selected as URP anchor project in both Khayelitsha and Mitchell's Plain *(City of Cape Town, 2005: 8)*.

Environmental Management Framework (EMF): The Environmental Management Framework (EMF) aims to provide baseline information on the environment. The main goals are to facilitate the development process by streamlining the Environmental Impact Assessment (EIA), as required in terms of the EIA regulations, promulgated under the Environmental Conservation Act, No 73 of 1989, as well as to facilitate the monitoring and roll out of the Urban Renewal Projects.

The EMF is regarded as a tool to achieve sustainable development. The development of the EMF will ensure that, while the much-needed services are provided to these areas of greatest need, it will take into consideration that development should take place in a manner that will not be detrimental to the natural, biophysical and socio-economic environments *(City of Cape Town, 2005: 8)*.

Occuring in tandem with the EMF, is a capacity building process, which aims to empower various stakeholder groups, which range from political structures, officials from the City of Cape Town and the province, as well as general members of the community and youth groups.

Project deliverables will include an EMF report, maps and a capacity building and stakeholder engagement process.

Khayelitsha Vacant Land Study: Population figures indicate that the number of people who reside in Khayelitsha is, in fact, double the number than had originally been planned. There is, therefore, a lack of land, specifically in the northern part of Khayelitsha. To address the dysfunctionality, a vacant land study of all non-residential land was undertaken at the end of 2004 to create a database of all such land and to decide on the most suitable option for the development of the land *(City of Cape Town, 2005: 8)*. A database became available at the end of May 2005 and the preferred development options were available at the end of June 2005 for a consultation process that included community structures and Councillors.

Transport Study: Pedestrian and vehicular safety is a major concern in Mitchell's Plain owing to the wideness of the roads that were built on national road standards. A Transport Study had been undertaken to ensure that the access and mobility development and transport capacity is increased in a strategic manner. The study, therefore, seeks to inform the dysfunctional roads infrastructure in the areas and to assist with forward planning *(City of Cape Town, 2005: 8)*.

The recommendations and interventions are:

- To ensure that an inter-service and departmental team is functional to achieve integration of the programme within the City of Cape Town;
- To ensure an integrated budget between the three spheres of government, as well as within the City of Cape Town;
- To mainstream the Urban Renewal Programme within the core business of departments within the City of Cape Town;
- To identify land for housing in order to implement a housing programme for Khayelitsha and Mitchell's Plain;
- To manage land invasion in a way that would ensure that project implementation is not delayed;
- To increase the project management capacity of the staff who are responsible for implementing projects;
- To assist and integrate the community development workers within the two nodes;
- To identify and implement new anchor projects and to consolidate existing anchor projects;
- To establish a comprehensive performance management system with specific targets regarding local labour, local enterprise participation, training and vulnerable groups;
- To establish best priorities within the implementation of the Programme in the nodes that can be replicated in other areas of the City;
- To initiate and extend the Expanded Public Works Programme;
- To align local initiatives with nationally generated priorities; and
- To mobilise private investment by developing investment incentives *(City of Cape Town, 2005: 29; 56)*.

5.3 PROPOSED ADDITIONAL URBAN NODAL POINT

In July 2003 the national Cabinet resolved that the national Department of Provincial and Local Government (DPLG), in consultation with relevant stakeholders, should embark on a process of identification of additional nodes *(Mdaka, 2004: 1)*. On 10 December 2003, DPLG informed all the Provinces of the proposed new ISRDP and URP nodes, which was to be announced by the President in 2004. The Provinces were, therefore, requested to give their comments on the proposed new nodes by 18 December 2003. The provincial Department of Local Government established a Committee consisting of the Department of Local Government, Department of Social Services and Poverty Alleviation, the City of Cape Town and the Independent Development Trust (IDT), which would investigate all the possibilities. A subsequent report was submitted to DPLG on 18th of December 2003, which indicated that the recommendations would be made via the national Social Sector Cluster at the January 2004 Cabinet Lekgotla *(PGWC, 2004: 1)*. In January 2004 the national Cabinet Lekgotla noted the progress that had been made and recommended that the work that had been completed, should be finalised by the 15th of March 2004. At that stage, the national Task Team (consisting of representatives from DPLG, Presidency, STATSSA and IDT) undertook a qualitative phase of assessment of proposed additional nodes. From this assessment, a final list of proposed nodes would emerge *(Mdaka, 2004: 1)*. The provincial Department of Local Government was, therefore, requested to organise a meeting of all relevant Municipalities on 2 March 2004. At the afore-mentioned assessment meeting, the provincial Department of Local Government was also requested by members of the national Task Team to provide additional information or comments, based on certain criteria and the Provincial Assessment Framework, provided by DPLG, by 8 March 2004 *(Dowry, 2004: 1)*. The national Task Team did not identify any new urban nodes for the Western Cape, but the provincial Department of Local Government proposed Atlantis (Atlantis, Mamre, Pella and Witsand) as a new urban node. In spite of the information provided, the President did not identify any new urban development nodes in South Africa.

5.3.1 ATLANTIS (ATLANTIS, MAMRE, PELLA AND WITSAND)

The following information will illustrate why Atlantis should be considered as a possible new urban development node in the Western Cape for the future.

Socio economic profile: Atlantis is a marginalised town, which is situated 45km north of Central Cape Town along the West Coast and R27 Road to Saldanha. Mamre and Pella (two small villages), which are located 3km and 4km respectively from Atlantis are also included in this application *(See Annexure 5.10: Atlantis)*.

Atlantis and surrounds have a population of about 72 130 people constituting 14 000 households and 44 000 economically active people. This includes ± 10 000 rural people, predominantly farm workers who live on the surrounding commercial farms and smallholdings. A recent survey (2002) showed that 20% of the population of Cape Town live below the minimum Household Subsistence Level (HSL = R1 500 per month per family of six), while a further 12% live just above this figure. These figures are also true for Atlantis, where 29 500 people live in abject poverty and unacceptable social conditions.

The mainstay of the Atlantis economy is the manufacturing sector, which is supported by an inadequate service sector, while the retailing sector struggles to survive owing to leakages to more attractive retail complexes further-a-field. There is a robust informal trading sector, which includes house shops, shebeens and street traders.

Since the establishment of Atlantis in 1974, its economic life has vascillated with 127 factories and 15 500 industrial jobs in 1990, declining to 83 factories and 7 300 industrial jobs in 2000, which is mainly owed to Atlantis' dependency on industry. There has been a reduction of 35% in factories and 53% in industrial jobs. The current unemployment rate in Atlantis is 30% plus *(PGWC, 2004: 1)*.

The future for the youth in Atlantis is bleak because of a lack of economic opportunity (including jobs). The secondary schools perform well and deliver an output of ± 400 matriculants per annum with a passing rate close to 90%. However, only a few are accommodated in jobs in the local economy or even city-wide.

From a social perspective Atlantis is plagued by all the social evils conceivable such as violent crimes (murder, rape and serious assault), drugs, alcohol misuse, abuse of women and children, theft, broken marriages, overcrowding and others.

For details regarding the socio-economic profile and access to services in Atlantis, refer to Annexure 5.11.

IDP status: The City adopted its IDP in May 2002 and, in accordance with legislation, is revised annually. The revision for 2004/05 were submitted for comments to the Council on 24 February 2004. The IDP lays bare the poverty and inequality, which the City should engage. However, there is always a plan for a Cape Town of the future, which addresses the legacy of social and economic exclusion and provides hope for the most marginalised citizens and communities.

The strategic approach of the IDP includes the following six inter-related strategies:

- Shifting the development emphasis from the periphery to the urban core;
- Upgrading all existing settlements to places of dignity and opportunity;
- Building competitive advantage;
- Facilitating sustainable job creation for all;
- Building cohesive self-reliant communities; and
- Improving access and mobility.

In terms of the above, Atlantis has been identified as a node that will receive special focus (Page 16 of IDP revision document) *(PGWC, 2004: 2 – 3)*.

Demonstration of interest: The municipality has identified Atlantis and its surrounds as a focal point and has already assigned additional resources to stabilize and turnaround the socio-economic situation in Atlantis, for example, the deployment of City Police, the Witsand Housing Project, the Pella Transformation Programme and upgrading of the Wesfleur Waste Water Treatment Plant.

The community is also actively involved in the quest to address their dire situation. This is evident through the vibrant and active NGO / CBO sector and the guiding and supportive role that community leaders play.

Although the municipality has embarked on a concerted strategy, which is supported by appropriate resources to integrate Atlantis with the City and to bring about much improved socio-economic conditions, additional external support and funding will be

extremely helpful to trigger sufficient sustainable development in Atlantis and its surrounds *(PGWC, 2004: 3)*.

Municipal capacity to manage the programme: The municipality has appointed a director, who is exclusively responsible for urban renewal. Currently, a fully-fledged directorate is being developed to manage the programmes. This directorate does receive the full support and co-operation of all the other functional units such as Health, Planning, Engineering Services, Electricity, Housing, Water and Economic Development. In short, this directorate has been given an appropriate status and reports directly to the City Manager (administratively) and the Mayor (politically) *(PGWC, 2004: 3 – 4)*.

Institutional capacity: Atlantis and its surrounds are blessed with numerous well-run and capable NGO's and CBO's. These institutions include, inter alia, the Atlantis Economic Development Trust, Atlantis Police Forum, Blaauwberg Municipal Development Forum, Mamre and Pella Moravian Churches and the Orion Organisation for the mentally handicapped. *(PGWC, 2004: 4)*.

Economic potential: Although Atlantis was not established according to economic locational factors, it is now emerging as a prime location for industrial development, given the following factors:

- Industrial land in the rest of Cape Town is becoming scarce and expensive;
- It is the only industrial area in the City where big industrial sites are still available at the lowest price (fully serviced sites);
- A large portion (20%) of the industrial area is designed to cater for noxious industries (still subject to environmental legislation and procedures);
- The future expansion of the Saldanha harbour will provide a faster and cheaper export facility for manufacturers from Atlantis. Saldanha is only 70km from Atlantis, 30km further than the Cape Town port, which makes Saldanha Port a viable alternative;
- The upgrading of the railway line, to accommodate both goods and passengers, will have a significant, positive impact on the disposable income of commuters to the City, since they currently use more expensive modes of transport;

- The development of the Silverstroomstrand area for high and middle income housing will make Atlantis more attractive because factory owners and managers can reside close to Atlantis without any traffic congestion, minimal crime and enjoy a coastal lifestyle;
- The construction of "pleasant experience" shopping complexes will assist greatly to plug the economic leakages from Atlantis, so that people can shop locally;
- There are sufficient factories to serve as a nucleus for building wood, automotive, textiles and agro-industry clusters;
- A well-educated labour force is available and with the introduction of technical and business skills development centres, it constitutes a capable and productive labour force;
- Mamre and Pella have a precious cultural history and is located in some of the most prestigious fynbos and wild flower areas, which represents anchor attractions for the development of the Tourism sector. The nearby coastline and its related recreational activities can also add to the tourism potential;
- The upgrading of the Atlantis fire protection service from grade 4 to grade 2 will have a significant impact on, particularly, the textile factories because it will substantially lower their premiums and increase the percentage coverage they can obtain at an affordable rate;
- Forward and backward linkages can be forged with the agricultural sector, i.e. manufacturing and maintenance of farming and agro-industry tools, equipment and implements. The surrounding area is also suitable for intensive commercial farming activities such as floriculture, dairies, vegetable production and poultry. There are a few such operations already ongoing, which demonstrates and confirms this potential;
- Atlantis is well located for the anticipated gas industry development on the West Coast;
- The national investment incentives do assist to attract investment, especially Foreign Direct Investment to Atlantis. These incentives will be complemented by a local government investment incentive package from the City, which is currently being drafted; and
- An abundance of state land is available for future housing development *(PGWC, 2004: 4 – 6)*.

Infrastructure availability: ***See Annexure 5.11 with more detailed statistics on municipal services, telecommunications and others.*** Bulk infrastructure regarding water supply, sanitation and electricity is established but the quality of the water should be improved to cater for the needs of the textile industry specifically, while the Waste Water Treatment Works is quickly nearing full capacity. While the municipality is busy with a major housing project in the Witsand neighbourhood, there is a backlog of at least 7 000 houses in Atlantis and lesser numbers in Mamre and Pella. The road infrastructure, in general, is adequate, but a few sections have to be addressed in order to improve the image of the area, as well as to facilitate increased economic activity.

Development cost: The development cost has not been quantified in the IDP and the costing is currently a work-in-progress and will become more defined as the detailed plans take shape *(PGWC, 2004: 6)*.

5.4 SUMMARY

During the course of 2003, the City of Cape Town moved into top gear with the establishment of an Urban Renewal Directorate and the development and implementation of a comprehensive business plan.

A highlight was the signing of a donor agreement worth 6 million Euro's (about R60 million) with the German Development Bank (KfW) to implement the Violence Prevention through Urban Upgrading (VPUU) project. This is a pilot project, which seeks to facilitate and support the reduction of crime and violence in the Khayelitsha node. The intention is to roll it out to the other nodes and the rest of the City of Cape Town. The City of Cape Town has also developed a basket of strategic tools to inform a public investment strategy and a medium-term expenditure framework to guide the co-ordination of budgets and project implementation from the three spheres of government for the next three to five years. These include spatial development and environmental management frameworks, profiling of the URP nodes, a vacant land study, a traffic management plan and a review of the URP business plan.

The URP within the City of Cape Town is committed to using local labour wherever possible and supports the Expanded Public Works Programme (EPWP) approach to

projects. The URP also targets black economic empowerment (BEE) and companies that are owned by historically disadvantaged individuals (HDI) and ensures that accredited skills training is given to local labour before the commencement of projects to maximise the benefits for the communities concerned.

Many people cannot easily enter the job market and / or bargain for better wages / salaries because of a lack of proof of their skills and competencies in technical skills such as plumbing, carpentry and brick laying. Consequently, these people become unemployable and / or inadequately compensated for their skills. The URP Directorate will soon embark on a programme called Recognition of Prior Learning (RPL) with the national Department of Labour and other social partners to facilitate the reskilling, recognition and accreditation with competency certificates of those people who have already acquired such labour skills *(City of Cape Town, 2005: 8)*.

Considerable progress continues in Khayelitsha and Mitchell's Plain, which are Cape Town's designated urban renewal nodes. The programme aims to mobilise the residents of these areas to actively participate in the processes that uplift their communities. 34 Projects have been completed in the two nodes, which includes the provision of new infrastructure for sports and community development, retail facilities and national government offices. Public investment like this has made the areas more attractive for private investment, which has begun to flow into the areas. In addition to the provision of infrastructure, urban renewal also aims to build strong communities. The 2005/2006 plans include a strong focus on crime prevention and safety and security, as well as environmental management and projects that have engaged health issues, particularly HIV/AIDS and local economic development *(City of Cape Town, 2005: 16)*.

In general, the concept of urban renewal is understood and applied in extremely broad terms in the South African context and there is limited consensus on the policy objectives or focus of urban renewal. Urban renewal, within urban centres, informal settlements and exclusion areas, constitutes a vital component of an overall urban and economic strategy. The effective implementation and scaling up of urban renewal, however, requires support in a range of areas:

- A **national urban renewal policy framework** should be developed as part of a **broader South African urban policy framework**;
- Urban renewal activities are not detached activities within a city. Rather, they should be linked to and arise out of **city development strategies**, which address economic development, physical decline, social exclusion and poverty and governance. They should also work with the grain of **integrated development plans**;
- While there is an overlap in the **causes of decline**, in the case of urban centres, informal settlements and exclusion areas, the policy objectives of renewal within these contexts differ significantly. This means that the interventions or lessons from one context cannot simply be extrapolated to another;
- The **policy objectives** of urban renewal within urban centres, exclusion areas and informal settlements differ substantially. Urban centre renewal projects generally seek to normalise the property market and diversify the local economy to benefit private investors and the local fiscus. The upgrading of informal settlements is driven by the need to respond to illegality, hazards, extreme poverty and vulnerability. Exclusion area projects seek to address the exclusion of residential areas and people through a process of physical, economic, social, institutional and interpersonal integration;
- **Legislative or regulatory support / reform** is required to frame the programmatic structure of urban renewal projects, as well as to address inappropriate regulatory frameworks and practises. It also reinforces new policy approaches and support, which are appropriate for the introduction of fiscal mechanisms;
- The existing process of **project selection** differs substantially and in some instances appear inadequate. In each instance attempts have been made to underpin political selection processes with technical assessments but linkages to city development strategies and integrated development plans remain unclear. Greater uniformity in the methodologies for these assessments, across cities, would strongly support future programmatic urban renewal interventions;
- The nature of **project interventions**, in different urban renewal typologies, differ in terms of their range, scope and emphasis. This is in line with the differing policy objectives of these interventions. This document has sought

to unpack the issue of urban renewal through its application in three distinct circumstances, namely urban centres, exclusion areas and informal settlements. In practice, however, these areas often overlap. These overlaps underscore the complexity of urban renewal in practice. An understanding of the underlying nature and causes of decline, the policy objectives of urban renewal and the range of potential interventions in different contexts, is critical to assist practitioners to craft appropriate and mutually-reinforcing area-based strategies;

- While different contexts may require different **institutional arrangements**, institutional guidelines should address inter-governmental relations; the relationship between local government and communities and the relationship between local government and the private sector, should be established to promote good governance within urban renewal projects. In particular, capacity building programmes should be introduced to enhance the ability of urban renewal practitioners to design and implement urban renewal projects;
- Existing **financial mechanisms**, which secure funding for urban renewal, are ineffectual and more effective financial arrangements should be explored. New financial mechanisms should address the imperatives of local government counter-funding and should highlight the relationship between capital and operational funding in order to enhance the long-term sustainability of urban renewal interventions; and
- A clear set of **performance measurement indicators** should be developed, which is relevant to all contexts of urban renewal in South Africa *(SACN, 2003: 95 – 98; Engelbrecht, 2004: 9, 71 – 73; Gotz, Allan and Harrison, 2004: 166 - 171)*.

Whilst Chapters Four and Five provided the reader with an overview of both the rural and urban nodes in the Western Cape, Chapter Six focuses on political championship and accountability and how it could create an environment of sustainable socio-economic development through the ISRDP and URP in the fight against poverty.

CHAPTER SIX
POLITICAL CHAMPIONSHIP AND ACCOUNTABILITY

6.1 INTRODUCTION

In Chapter Six the focus is on political championship and accountability. This chapter addresses the guidelines, challenges, purpose, roles and responsibilities of political champions for each sphere of government. The second part of the chapter mainly deals with the provincial government's business plan initiative and the institutional arrangements for the co-ordinated management of the provincial government's responsibilities. Thirdly, the national government's initiative for a planning, financial and performance management protocol will also be discussed.

The inception of the Integrated Sustainable Rural Development Programme (ISRDP) and the Urban Renewal Programme (URP) ushered in a new era of developmental local government in South Africa. With the ambitious, yet challenging task of integrating the existing institutions, planning, managing and funding of the government in the three spheres to more effectively and efficiently respond to the needs of the disadvantaged communities, it is expected that the implementation of these programmes will increase efficiency in the application of public funds and create appropriate outputs in places where they are most needed.

6.2 POLITICAL CHAMPIONSHIP

This section focuses on the guidelines, progress made, challenges, purpose, roles and responsibilities for each sphere of government, in terms of political championship for the urban and rural nodes. This is explained in the paragraphs that follow.

6.2.1 GUIDELINES

Since the inception of the programmes in 2001, political champions at the national, provincial and local government spheres were appointed to service the thirteen (13) rural and eight (8) urban nodes *(South Africa, 2004: 3)*. These political champions are intended to reflect the embodiment of the ISRDP and the URP initiatives. Their primary mandate is the promotion of the vision and mission of the programmes as well as to remove blockages or impediments to the successful implementation of the programmes *(Urban News 1 (1), 2004: 2)*.

A **document, which clarifies the roles of political champions**, was issued by the national government during March 2003, whilst a **document, which provide guidelines for visits by political champions**, materilised during September 2004. While these documents are based on experiences encountered during the rollout of the ISRDP, its content also applies to the URP. This document intends to provide an overview of challenges in the political management of the programmes since its inception.

The underlying vision is based on the principle that government is committed to: *"Attaining socially cohesive, resilient and stable rural and urban communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people who are equipped to contribute to growth and development" (South Africa, 2003: 3)*.

The appointment of the political champions, at all three levels of government, was informed by the recognition that the Integrated Sustainable Rural Development and the Urban Renewal Programmes are structured around a complex set of relationships and authority spheres in both the political and operational arenas. The complexity arises from the core intentions of the programmes to create mechanisms that will co-ordinate and integrate the line function responsibilities of national ministries and departments *(South Africa, 2005: 4)*. At the same time, these should also be co-ordinated and integrated with the line function responsibilities in the distinctive spheres of provincial and local government. This should be achieved through existing legislation, tools and mechanisms for resource allocation and defining development priorities. In addition, these relationships entail the requirement for co-operation in

the alignment of various development programmes for efficient and integrated service delivery.

Given the complexity of achieving integrated development vertically and horizontally in government, the need to outline roles and responsibilities becomes paramount and important to institutionalise them in order to ensure clear areas of focus.

6.2.2 PROGRESS

Significant progress has been made to establish institutional arrangements, both at political and technical levels, across all spheres of government to drive, manage and implement the programmes. Political leadership is central and, indeed, an embodiment of the ISRDP and URP. In line with the Intergovernmental Relations (IGR) Organalysis, a core group of 23 national ministers and 14 deputy ministers have been assigned to act as political champions for the rural and urban nodes. Furthermore, political and technical champions have been appointed both within provinces and nodal municipalities.

Provincial political championship is generally vested in the Premiers' offices. However, in all provinces, the Premiers have delegated specific MECs to champion nodal development. The organisation of this process varies from province to province. At the nodal level, all Executive Mayors are political champions. Executive Mayors are at the cutting edge of development dynamics and, therefore, deserve concrete and robust support by the national and provincial champions *(South Africa, 2005: 5)*.

Between May and July 2001, Ministerial visits to the ISRDP nodes took place. These visits were aimed at preparing and streamlining intergovernmental processes and structures, and co-operative commitments for the implementation of nodal projects. Furthermore, the visits also intended to assess the state of readiness of each District Municipality or City to implement the programmes launched in July 2001. Beyond July 2001, there have been sporadic visits by national political champions to the nodes.

Overall, the visits confirmed that the role of nodal champions are critical and the reality in the nodes has been that active participation by champions is important to provide political energy and commitment to the programmes. As evidence of this, there has been a direct correlation between visits by champions, especially national champions and the response and level of energy displayed by provinces and the district municipalities to the various projects that make up the programme.

In general, visits by national champions serve to reaffirm the political impact between national, provincial and nodal municipalities in implementing the programmes. The visits also served to forge co-operative relationships and partnerships between the Premiers' offices and nodal municipalities *(South Africa, 2005: 5)*. Consolidation of community support for the programmes were also solicited through these visits. Political champions were designated for each node from national and provincial cabinets. Constituencies, as well as the alignment of the ministers' line functions with the nodes' key development thrusts, were taken into consideration when making these new deployments. On **21 September 2004 the national Department of Provincial and Local Government facilitated a workshop** with the new national political champions, which resulted from the April 2004 general elections. The purpose of this workshop was to brief the national ministers and deputy ministers on their mandate, roles and responsibilities. They will be required to remove any high-level strategic challenges at a political level, which could prevent nodal development priorities from being achieved. The political champions will also mobilise critical national level stakeholders, such as the private sector, parastatals, donors and NGO's (Non-Governmental Organisations), in order to harness additional resources, which could add value to the government's efforts in the nodes. Finally, to ensure that the Presidency is kept updated on the progress made in the implementation of the ISRDP and URP, the political champions are expected to furnish the Presidency with a schedule of planned nodal visits for the year. Reports on their activities in the nodes will be consolidated and appraised by the Ministry for Provincial and Local Government, which will then forward these reports to the Social Sector Cluster and the Presidency *(Urban News 2 (1), 2005: Annexure)*.

6.2.3 CHALLENGES

In spite of these remarkable achievements, political challenges are still experienced in the nodes. The most serious challenge is that political championship remains inconsistent and largely invisible. With the exception of a few nodes, Ministers undertook minimal follow-up visits. Subsequently, those nodes with active political engagement, experienced visible progress, public interest and support, while the rest experienced problems with the rollout *(South Africa, 2003: 5)*.

While national and provincial championship is perceived to be largely invisible and inconsistent, nodal championship by Executive Mayors displayed exceptional commitment and dedication to the programmes. The most important reason for this state of affairs is that the Executive Mayors are at the cutting edge of developmental dynamics, owing to their proximity to communities. Concrete and solid support by the national and provincial champions would further facilitate effective implementation of the programmes *(Leon, 2004: 2)*.

6.2.4 PURPOSE, ROLES AND RESPONSIBILITIES FOR EACH SPHERE OF GOVERNMENT

This discussion will provide the basis for key roles, which will be defined by various spheres of government, in general, and in each node more specifically. To confuse roles would lead to duplication and uncertainty. It will, therefore, be useful in a schematic way to outline the different roles.

Matters related to policy, which involve issues regarding urban and rural development legislation, national financial and fiscal matters, the management of the national programmes according to key outcomes and indicators and their monitoring and evaluation, are the responsibility of the national level. The national political and technical champions, therefore, play this role.

The role of managing functional policies, which include institutional arrangements, programme management, project planning, co-ordinating provincial investment in infrastructural and social investment, monitoring and evaluating more detailed outcomes and key performance indicators and overseeing the implementation of

projects by line departments at provincial level, become the role of the provincial political and technical champions *(South Africa, 2003: 6)*.

The role of local government is central to the transformation of "doing things in a different way" in terms of governance and delivery. The key issues that arise at this level and require the attention of the local political and technical champions, are the following: project implementation, co-ordination of local investment at both the public and private levels, management of social dynamics and the facilitation of social processes and, most importantly, use of the statutory planning tools that lead to integrated development. The following is a table for defining the roles and responsibilities of the various role players across the three spheres.

Table 6.1: Role differentiation across the three spheres of government

National Government	Provincial Government	Local Government
▪ Urban and rural policy formulation	▪ Functional policy for urban and rural nodes ▪ Implementation (provincial components)	▪ Implementation of projects
▪ Funding	▪ Project planning and programming	▪ Funding (municipal components)
▪ Organisation of urban and rural nodes programme	▪ Programme integration across sector cross spheres	▪ Social facilitation ▪ Co-ordinating public and private investments through LED systems
▪ Overall monitoring of the rural and urban programmes	▪ Supervision, monitoring and evaluation	▪ Local level planning through IDP mechanisms

(Urban News 1 (1), 2004: 3; South Africa, 2003: 7).

It is important to note that there should be absolute clarity on the roles and responsibilities of the respective spheres in order to avoid expectations, which are raised in communities. The intention is to respect the co-operative governance aspects of the constitution and the functions and powers conferred by it to the various spheres of government. Further, to look innovative and creative ways of addressing the key issues of economic growth, poverty alleviation and public planning and investment, which can unlock private, civil society and individual investment in urban renewal and rural development *(Silimela, 2004: 3)*.

Given the above table, a set of institutional arrangements should be confirmed or proposed and relationships and practices should be defined. It should also be noted that in the spirit of co-operative governance, certain roles can be shared or delegated by mutual agreement.

The forms of political championship, in general, can be broadly defined as:

- Evaluating the impact of national legislation, policies and prescripts on delivery in the nodes and evaluating the impact of financial and fiscal mechanisms on service delivery in the programmes;
- Evaluating the impact of programmes of line departments on the two programmes;
- Monitoring the national indicators to ensure that the programmes achieve the desired national outcomes in relation to economic growth, poverty alleviation, access to services and human development;
- To ascertain greater co-operation and effective integration of government programmes;
- To inculcate strong support for ownership of the programmes within local communities;
- To mobilise resource commitments for the programmes from the private and public partners;
- To advocate and promote greater synergy and alignment in national and provincial budgeting for the ISRDP and URP projects so that these are not marginalised but become integral parts of national funding commitments;
- To offer strong and visible leadership for the programmes;

- To ascertain whether or not the operational management of the programmes meets government set timeframes;
- To ensure that targeted groups and areas remain focus areas;
- To ensure full participation of disadvantaged members of the society in the programmes, especially the youth, disabled and women; and
- To monitor and evaluate the role of support agencies in the implementation of the programmes *(South Africa, 2003: 12)*.

Political champions at a national level:

- To articulate, represent, advocate for the development priorities generated through Integrated Development Plans (IDPs) of the respective nodes;
- To monitor and influence the allocation, re-alignment and reprioritisation of national programmes and budgets as they pertain to the development of the nodes;
- To unblock and influence high-level strategic challenges at a political level, which prevent nodal development priorities from being achieved;
- To modify critical national level stakeholders (private sector, parastatals, donors, NGOs) for the purpose of harnessing additional resources that could add value to the government's efforts in the nodes;
- To visit nodes regularly (in conjunction with other champions) on a scheduled basis so as to maintain strategic visibility of the government's programmes and to advocate for appropriate changes and adjustments in the delivery process;
- To share experiences in a structured forum with other political champions;
- To translate the broad work plan for the following year into a node specific set of actions, in conjunction with provincial and nodal level champions (in consultation with technical champions);
- To act as the custodian of the nodes development interests as they pertain to key national priorities set by Cabinet; and
- To encourage a visible and tangible impact on the reduction of poverty and employment creation in the node *(South Africa, 2003: 12 - 13)*.

Political champions at a provincial level [Premiers / Member of Executive Councils (MECs)]:

- To play an integrating role between national and provincially targeted development initiatives at the nodal development actions, which are generated at a local government level through the IDP process across sectors and spheres;
- To maintain oversight of the critical reprioritisation of budgets and resources and to lobby national ministries appropriately;
- To mobilise provincial level role-players and stakeholders who could enhance the government's already committed resources to the nodes; and
- To ensure that strategic development priorities are maintained by the provincial legislature in regard to the key nodes in the provinces (and ensure that Provincial Departments roll-out their progress).

Political champions at a municipal level (Executive Mayors / Councillors):

- Mobilise ward level constituencies in the nodes and bring on board critical stakeholders from civil society, the private sector and donor organisations;
- To ensure community participation and ownership of the development initiatives that are identified in the node;
- To ensure that all marginalised members of the local community (for example, women, youth and disabled) are directly targeted as beneficiaries of the outputs of the programme;
- Maintain political oversight in council meetings to ensure that development priorities of the node are constantly driven and delivered within the time frames set by the government; and
- Guide the refocusing and reallocation of municipal resources towards the node *(South Africa, 2003: 13 - 14)*.

In relation to the nodes, the national political champions would liaise with counterparts at provincial and local level on:

- Key national issues;
- The issues of co-ordinated government investment;
- Key political blockages;

- Assistance in relation to parastatals, private sector and civil society investment in the nodes;
- Assistance to mobilise national stakeholders in support of the programmes;
- Assistance to mobilise the necessary capacity resources to implement programmes in the nodes;
- Visits to the nodes to assess progress on the ground;
- Assistance to provide a national presence and endorsement to the programmes and the nodes;
- Assistance to unblock bureaucratic delays at the national level; and
- Agreement on roles and responsibilities in relation to the nodes.

It is envisaged that the provincial and local level political champions will play similar roles, taking into account their respective constitutional competencies.

Existing intergovernmental governance structures should be used to ensure liaison, information sharing and decision-making across spheres in order to reduce cumbersome administrative burdens on various spheres of government.

Table 6.2 outlines the ISRDP and URP national, provincial and local political and technical champions for the Western Cape.

In order to translate the political championship framework into action, it is proposed that the Ministry for DPLG convenes national and provincial briefing sessions to **formulate a programme of action.** This proposed plan is intended to focus support on nodal development priorities in order to ascertain whether key project deliverables are achieved.

Political championship and accountability is the cornerstone for successful implementation and sustenance of these high profiled programmes. Experience has shown that where political championship is visible and consistent, all stakeholders who are involved in the programmes, require constant interaction and consultation with political champions. In this way, political champions are able to receive first-hand information from the communities themselves about the extent to which community needs are addressed by these programmes.

Undoubtedly, these two programmes are set to ensure the best possible approaches and methodologies for the integration and co-ordination of the government programmes, which should benefit the previously disadvantaged rural and urban communities. Clearly, effective political championship will facilitate the achievement of inter-sphere and inter-sectoral co-operation in the fight against poverty, thus, sustainable socio-economic development *(South Africa, 2003: 15)*.

6.2.5 POLITICAL CHAMPIONS IN RESPECT OF CENTRAL KAROO, KHAYELITSHA AND MITCHELL'S PLAIN NODAL POINTS

The Provincial Cabinet of the Western Cape, per Minute Numbers 187/2002 and 188/2002, mandated the Premier on **22 May 2002** to act as the political champion on a provincial level for both the ISRDP and URP. However, the Premier delegated the day-to-day responsibilities to the MEC of Local Government to act as the political champion on the provincial level. On the nodal level, the Executive Mayor of the City of Cape Town and the Executive Mayor of the Central Karoo District Municipality, were respectively designated as political champions on a nodal level for the URP and ISRDP nodes (Khayelitsha, Mitchell's Plain and Central Karoo) in the Western Cape.

Furthermore, the Provincial Cabinet resolved to make use of the system of Cabinet Committees. Thus, the **Provincial Cabinet Committee**, which is responsible for ISRDP and URP, met on a regular basis. These meetings were chaired by the former MEC of Local Government and the following Cabinet Ministers:

- MEC of Housing (ISRDP and URP);
- MEC of Health (ISRDP and URP);
- MEC of Social Services and Poverty Alleviation (ISRDP and URP);
- MEC of Agriculture (only ISRDP); and
- MEC of Community Safety (only URP).

  (PGWC Cabinet Minute Numbers, 2002: 187/2002, 188/2002; PGWC Cabinet Minute Number, 2003: 111/2003).

On a national level, the government designated the following as political champions in the Central Karoo Node:

- Minister of Environmental Affairs and Tourism;

- Minister of Social Development;
- Deputy Minister of Public Works; and
- Deputy Minister of Home Affairs.

In the Khayelitsha and Mitchell's Plain Nodes the political champions were as follows:

- Minister of Safety and Security;
- Minister of Finance;
- Minister of Transport; and
- Deputy Minister of Justice and Constitutional Affairs.

The Deputy Minister of Provincial and Local Government acts as the co-ordinator of Political Champion's meetings.

The April 2004 national elections resulted in Cabinet being reshuffled. This has had some implications on the current deployment of national ministers and deputy ministers as political champions for the URP and ISRDP. As a result, the new national political champions for the URP and ISRDP were only confirmed in January 2005. In the Central Karoo Node the new political champions are as follows:

- Minister of Social Development;
- Minister of Arts and Culture; and
- Deputy Minister of Foreign Affairs.

(Rural Focus 2 (1), 2005: Annexure)

In the Khayelitsha and Mitchell's Plain Nodes the new political champions are as follows:

- Minister of Safety and Security;
- Minister of Finance; and
- Deputy Minister of Correctional Services.

(Urban News 2 (1), 2005: Annexure)

The confirmation of provincial political champions for the nodes was of utmost importance for the smooth running of processes, that had already been embarked upon. During a provincial Governance and Administration (G&A) Cabinet

Committee meeting, which was held on **9 March 2005**, it was resolved that the provincial champions (Premier and the MEC for Local Government and Housing) will be supported by the following MEC's in both the ISRDP and URP Nodes in the Western Cape, namely:

- Minister of Finance, Economic Development and Tourism;
- Minister of Social Services and Poverty Alleviation;
- Minister of Transport and Public Works; and
- Minister of Community Safety.

The provincial Cabinet has expressed its commitment to the nodes and has resolved to form a provincial committee comprising of the the above-mentioned MEC's to facilitate visits to the nodes and to provide feedback to the provincial Cabinet on the progress made in the Presidential Nodes.

In order to maximise the participation of political champions and to mobilise departmental support, the Premier will play a leading role in the province. The Premier will ensure that political commitment is translated into administrative action and will make active use of the political resources of all champions to address delivery blockages. MEC's will be required to report regularly on their Department's activities within the nodes *(PGWC, 2005: 9 – 10)*.

The visibility of political champions is also important for these programmes as it creates momentum in the nodes. Ministerial visits serve as opportunities for stakeholders to interact and, thereby, identify opportunities for their involvement. The challenge, however, is to align their response to the priorities in the nodes. Outcomes from the visits in the past included:

- The Ministers left with issues that they could take up with their cabinet colleagues;
- Visits were able to generate rapid responses on certain issues, which were not seen previously; and
- Issues of co-ordination and integration were highlighted as critical to the ISRDP and URP.

6.2.5.1 Central Karoo Nodal Point

During 2003 there were two political champions meetings on 24 April and 26 May 2003. The various ministers who visited the node on those occasions were the former national Minister of Environmental Affairs and Tourism, the former Deputy Minister of Public Works and the former Deputy Minister of Provincial and Local Government. The former MEC of Local Government attended both sessions, while the former MEC of Housing attended the second ministerial visit.

The first visit that took place on **24 April 2003** was initiated by the former Deputy Minister of Provincial and Local Government. The purpose of the first visit was to determine progress since initiation of the ISRDP, to identify issues to be championed by the Ministers and to create a platform for all role-players to identify opportunities for involvement in current and planned initiatives. In addition, this visit created the opportunity for the political champions to provide guidance and direction based on certain imperatives, which emanated from Cabinet *(PGWC, 2003: 13)*.

The second visit took place on the **26 May 2003**. This was an opportunity for all role-players to confirm and commit their contributions to the node. This was also an opportunity to arm the Ministers with what had to be discussed with their Cabinet colleagues. Critical issues discussed at the second session were issues around skills development and training, human resource development, shifting from infrastructure to more socio-economic development and communication between all stakeholders and all three spheres of government *(PGWC, 2003: 3 - 5)*.

The champions could assist with:

- Mobilising resources to cover the existing shortfall in anchor projects;
- Raising the profile of the node at relevant and strategic meetings;
- Assist in mobilising resources identified in the IDP's;
- The resources of both the National Departments of Public Works and Social Development, targeted strategically, could champion development and poverty reduction in a more meaningful way;
- Assist with integration of both their ministeries first and others second; and
- Assist with the interdepartmental forum for the budget and planning of departments.

In terms of institutional capacity, the year 2003 focused on enhancing the understanding of councillors of ISRDP, with specific emphasis on project implementation. Bottlenecks, in most cases, were around delays that were experienced in decision making on the adjudication of tenders. This had a definite impact on project implementation. The IDT provided a training programme to councillors of the respective municipalities. The year 2003 focused on institutional sustainability.

The experience with previous champions in the Central Karoo was generally positive. The former national Minister of Environmental Affairs and Tourism played a leading role in the node and ensured that his department was fully engaged with nodal projects. The participation of the national political champions played a key role to ensure that national departments contributed to the rural node.

The new national champions were only confirmed in January 2005, which makes it too soon to assess their impact on the Central Karoo node. The provincial champions (Premier and MEC of Local Government and Housing) are strongly committed to supporting the Presidential Node *(PGWC, 2005: 2)*.

In 2005 the national Cabinet decided to strategically align the government's programme of Imbizo with Project Consolidate. The presidential Imbizo programme is focused on those municipalities that have been identified by Project Consolidate as being in need of assistance in order to enhance their capacity and performance. This drive is part of a number of general initiatives within the government's Programme of Action to enhance public participation. Measures have been established to ensure that ward committees function as intended in the legislation and in relation to local economic development and integrated planning *(South Africa, 2006: 20)*.

On 5 **August 2005**, the Deputy President, the Premier of the Western Cape, other national and provincial Cabinet Ministers, Heads of Department and political and administrative components of municipalities, attended a municipal Imbizo at Beaufort West in the Central Karoo Node.

The Presidential and Ministerial Imbizo have achieved positive progress regarding the Imbizo: The Imbizo ensured that there was face-to-face interaction between elected representatives, communities and Ministers and Deputy Ministers at a localised level; Communities attended the imbizo and engaged with the Ministers and Deputy Ministers in an open manner; The Ministers and Deputy Ministers popularised Project Consolidate to the communities; Enhanced intergovernmental relations through both the vertical and horizontal integration of the line and sector departments during the planning process; The crystallizing of key issues and challenges that are faced at a local municipal level and the capturing of the issues in the Municipal Action Plans; and the increased focus that can now be brought to bear by sector departments as they support the implementation of agreed upon actions to resolve the identified issues and challenges *(South Africa, 2006: 21)*.

6.2.5.2 Khayelitsha and Mitchell's Plain Nodal Points

During 2003 there were five political champion's meetings on 3 **March, 18 March, 14 April, 20 June and 19 September 2003**. The various ministers who visited the node on those occasions were the national Minister of Finance, the Minister of Safety and Security and the former Deputy Minister of Provincial and Local Government. The former MEC of Local Government and the MEC of Community Safety both made three ministerial visits. The purpose of these visits were to determine the progress made with the URP, to speed-up the establishment of an institutional structure and to check the progress made with the anchor projects and the compilation of a business plan. This was also an opportunity for all role-players to confirm and commit their contributions to the nodes. The continuous monitoring of the political champions resulted in an URP launch or celebration on **1 November 2003** at the Swartklip Sport Stadium in Mitchell's Plain. The reason for choosing this venue was mainly owing to the fact that it is situated between Khayelitsha and Mitchell's Plain and that it could enhance integration between the two previously disadvantaged communities. The various ministers who visited this event were the former national Minister of Transport, former Deputy Minister of Justice and Constitutional Affairs, the former Deputy Minister of Provincial and Local Government and the former MEC of Local Government.

The visits of national champions to the urban node had a positive effect. Slow progress in the node in 2003, was vigorously challenged by the Minister of Finance, which then proved beneficial. Other national champions were also actively involved by attending meetings and providing comments on status reports. At times, other national Ministers, apart from the champions, also visited the node. There is also a strong commitment on the part of the provincial champions (Premier and the MEC of Local Government and Housing) to actively promote development in the node *(PGWC, 2005: 5)*.

In 2005 the national Cabinet decided to strategically align the government's programme of Imbizo with Project Consolidate. The presidential Imbizo programme is focused on those municipalities that have been identified by Project Consolidate as being in need of assistance in order to enhance their capacity and performance. This drive is part of a number of general initiatives within the government's Programme of Action to enhance public participation. Measures have been established to ensure that ward committees function as intended in the legislation and in relation to local economic development and integrated planning *(South Africa, 2006: 20)*.

On **14 December 2005** the President, the Premier of the Western Cape, other national and provincial Cabinet Ministers, Heads of Department and political and administrative components of the City of Cape Town, attended a municipal Imbizo in Khayelitsha, City of Cape Town, with a specific focus on the urban nodes of Khayelitsha and Mitchell's Plain.

The Presidential and Ministerial Imbizo have achieved positive progress regarding the Imbizo: The Imbizo ensured that there was face-to-face interaction between elected representatives, communities and Ministers and Deputy Ministers at a localised level; Communities attended the Imbizo and engaged with the Ministers and Deputy Ministers in an open manner; The Ministers and Deputy Ministers popularised Project Consolidate to the communities; Enhanced intergovernmental relations through both the vertical and horizontal integration of the line and sector departments during the planning process; The crystallizing of key issues and challenges that are faced at a local municipal level and the capturing of the issues in the Municipal Action Plans; and the increased focus that can now be brought to bear by sector

departments as they support the implementation of agreed upon actions to resolve the identified issues and challenges *(South Africa, 2006: 21)*.

6.3 POLITICAL ACCOUNTABILITY

This section focuses on the provincial government's business plan initiative, the institutional arrangements for the co-ordinated management of the provincial government's responsibilities and the Planning, Financial and Performance Management Protocol, in terms of political accountability for the urban and rural nodes. This is explained in the paragraphs that follow.

6.3.1 PROVINCIAL GOVERNMENT'S BUSINESS PLAN INITIATIVE

The progress made by the provincial government in its commitment to the URP and ISRDP, with specific reference to the 2003 business plan initiative, includes:

- the Provincial Cabinet's commitment to the URP and ISRDP;
- the magnitude of the existing provincial government's investment in the nodal areas in 2003/2004 and efforts to secure additional funding over the medium term; and
- improvements to establish a dedicated provincial team to ensure delivery of the provincial government's contributions to development in the URP and ISRDP nodes, as well as investigations into the appropriate manner in which URP and ISRDP information will be reflected in the provincial budget and the strategic planning documentation *(PGWC Cabinet Minute Number, 170/2003: 1)*.

On **18 June 2003**, a special meeting of the Western Cape Provincial Cabinet resolved that the Department of Local Government should take the lead to draft a **strategic framework** for both the Urban Renewal Programme (URP), which involves Khayelitsha and Mitchell's Plain, as well as the Integrated Sustainable Rural Development Programme (ISRDP), which involves the Central Karoo. The drafting of the strategic frameworks began a process to complete **business plans** that will enable focused delivery by all three spheres of government in the nodes. The expectation was that this is not business as usual but that a special effort be made to turn around the high levels of poverty and despair that manifests in these areas.

On **8 July 2003**, a special Cabinet Committee meeting, called by the former MEC of Local Government, considered the first drafts of the respective strategic frameworks that details the **medium term development outcomes** that the URP and ISRDP programmes should achieve in the next seven (7) years *(PGWC Cabinet Minute Number, 170/2003: 2)*.

On **16 July 2003**, a closed Cabinet meeting considered the strategic frameworks for the respective nodes, as well as for the existing financial commitments made by national and provincial departments. The Cabinet mandated the Department of Local Government to lead a process, in collaboration with the provincial departments and the respective municipalities, to draft and refine business plans for the ISRDP and URP nodes. These ideal plans should be tested against what is currently being done to identify and quantify the additional efforts that are required *(PGWC Cabinet Minute Number, 2003: 131/2003)*.

The **aim** of this initiative was to move closer to an ideal plan for development that is able to quantify and guide the additional efforts required in these areas. The expectation is that this is not business as usual but that a special effort is made to turn around the high levels of poverty and despair that manifests in these areas. In the process, it should enable:

- improved engagement with all stakeholders with resources, especially national and provincial departments, to prioritise their involvement and commitment in the nodes;
- negotiations with potential donors for "top up" funding in the nodes;
- timeous access to resources by the respective municipalities;
- improvements in the respective municipality's management of the ISRDP and URP; and
- improvements in intergovernmental implementation by introducing a stronger geographic logic to planning and budgeting.

The implementation of the URP and ISRDP is premised on **a phased approach with clear deliverables**. The URP and ISRDP business plan initiative of 2003 builds on this premise in two phases:

Phase 1:

- The drafting of strategic frameworks that clearly identifies medium term development outcomes in the respective nodes, which will guide involvement by all roleplayers (completed);
- The completion of business plans with operational programming and project information of the relevant municipalities and provincial departments; and
- The establishment of dedicated teams within each of the respective municipalities, which are supported by dedicated officials within provincial departments, to ensure implementation of the ISRDP and URP in the nodes.

Deliverables for Phase 1 (by 3 September 2003):

- A *business plan* for the URP in Khayelitsha / Mitchell's Plain;
- A *business plan* for the ISRDP in Central Karoo;
- A *provincial extract* of the respective business plans that capture the provincial commitments (programmes / projects and responsibilities) that are related to both the ISRDP and URP nodes; and
- A *Cabinet Submission* to satisfy the Cabinet decision of 16 July 2003. *(PGWC Cabinet Minute Number, 170/2003: 3).*

Phase 2:

- To secure additional resources for implementation of the ISRDP and URP over the **medium term (1-3 years)**; through appropriate planning and budgeting mechanisms and partnerships with other stakeholders; and
- To consider an appropriate process to secure additional resources over the **longer term (4-7 years)** in identifying additional projects and service delivery adjustments in the URP and ISRDP nodes.

Deliverables for Phase 2 (post 3 September 2003):

- A *funding conference or event(s)* to secure additional resources for URP and ISRDP;
- A clear *management system to report on performance* by URP and ISRDP teams; and

- Clear *planning and budgeting mechanisms* within the provincial government, which contains a municipal geographic logic to identify projects and service delivery adjustments in the URP and ISRDP nodes over the medium term.

The business plans should contain:

- clear medium term development outcomes, which will guide development interventions for the next 7 years in the respective nodes;
- projects and programmes for the medium term (1-3 years);
- information on key projects, interventions and funding availability to serve as a basis for the development of additional projects and initiatives in the longer term (4 to 7 years); and
- clear responsibilities for the implementation and performance management of the business plans *(PGWC Cabinet Minute Number, 170/2003: 4).*

A summary of the process, which was followed by the City of Cape Town, Central Karoo District Municipality and the Provincial Government in drafting the ISRDP and URP Business Plans in 2003, is as follows:

Provincial Government

- **16 July 2003:** A Special Closed Cabinet meeting held at Kromme Rhee on ISRDP and URP;
- **18 July 2003:** A letter by the former MEC of Local Government was addressed to all the MEC's requesting their department's assistance, accompanied by a copy of Cabinet resolution, No 131/2003, which acknowledged the draft strategic frameworks as a point of departure for drafting final plans for the URP and ISRDP nodes, with clear timeframes for reporting back to Cabinet;
- **21 July 2003:** The Department of Local Government met with the Interim Programme Manager for URP within the City of Cape Town;
- **23 July 2003:** Internal Departmental Project team for the initiative meets;
- **23 July 2003:** City of Cape Town URP meeting with line managers attended by the Department of Local Government to ***finalise the business plan process***;
- **24 July 2003:** Provincial Heads of Department met at a Provincial Top Management held in Caledon, received (a) copies of the letter sent to all the

MEC's requesting their department's assistance; (b) the Cabinet decision, No 131/2003; and (c) the Strategic Frameworks, as approved by Cabinet;

- **25 July 2003:** ISRDP business plan meeting between the Department of Local Government and the Central Karoo District Municipality to set out the process, which had to be completed by 20 August 2003;
- **28 July 2003:** URP Multi-Stakeholder Steering Committee meeting attended by the Department of Local Government, the City of Cape Town, representatives from both the Khayelitsha and Mitchell's Plain Development Forums and the national Department of Provincial and Local Government;
- **30 July 2003:** Formal letter sent to provincial Heads of Department setting out the process, requesting dedicated departmental representatives to assist and specific departmental information that was necessary to complete the business plans;
- **31 July 2003:** The ISRDP business plan initiative was discussed during the Central Karoo District Advisory Forum (DAF) meeting held in Beaufort West;
- **1 August 2003:** Meeting between the Department of Local Government and the Programme Manager for ISRDP in Central Karoo District Municipality to ***finalise the business plan process***;
- **5 August 2003:** URP Progress meeting between the Department of Local Government and the City of Cape Town business plan team;
- **August 2003:** The former MEC of Local Government drafts a progress report for Cabinet;
- **12 August 2003:** Provincial inter-departmental meeting with representatives of the City of Cape Town and the Central Karoo District to discuss the provincial department's input into the respective business plans;
- **14-15 August 2003:** Business Plan finalisation workshop attended by the Department of Local Government, the City of Cape Town, representatives from both the Khayelitsha and Mitchell's Plain Development Forums and the Provincial Development Council (PDC);
- **18 August 2003:** Progress meeting between Department of Local Government, the City of Cape Town and the Central Karoo District Municipality;
- **20 August 2003:** Due date for provincial department's inputs into business plans;

- **20 August 2003:** The former MEC of Local Government submits progress report to Cabinet;
- **25 August 2003:** Interim URP Manager report to Cape Town Mayoral Committee on the progress made, which was attended by the Department of Local Government;
- **25 August 2003:** ISRDP business plan team finalise the business plan framework and its content;
- **26 August 2003:** Presentation by the Department of Local Government to the Provincial Governance and Administration Cluster on the progress made; and
- **27 August 2003:** Presentation by the Department of Local Government to the Cabinet Committee on URP and ISRDP *(PGWC Annexure B, 2003: 1 - 2).*

City of Cape Town

The URP Interim Programme Manager formed a task team, which consists of representatives from the City of Cape Town and the community development forums in the Khayelitsha and Mitchell's Plain areas, to draft a business plan for the URP nodes. From the start, a clear focus on implementation was followed in drafting a plan to specify programmes, projects, budgets and implementation responsibilities.

The timeframes that were determined by the City of Cape Town, were as follows:

- **24 July 2003:** Completion of the first draft of the Business Plan;
- **31 July 2003:** Completion of the strategies;
- **31 July 2003:** Report back to the City Manager on the first draft;
- **4 August 2003:** Completion of programmes and projects;
- **8 August 2003:** Progress report to URP Multi-Stakeholder Committee;
- **13 August 2003:** Report back to Executive Mayor and Mayoral Committee;
- **14 - 15 August 2003:** Business Plan finalisation workshop attended by representatives from both the Khayelitsha and Mitchell's Plain Development Forums, the Department of Local Government, the City of Cape Town and the Provincial Development Council (PDC);
- **20 August 2003:** Report back to Community Fora (Khayelitsha and Mitchell's Plain);
- **21 August 2003:** Progress report to line departments of the City of Cape Town;

- **25 August 2003:** Present a draft Business Plan to Mayoral Committee;
- **28 August 2003:** Complete a final draft of the business plan, which will be presented to the relevant communities and the council;
- **19 September 2003:** Report back to fifth Political Champion's meeting and decide on a date for the URP celebration / launch; and
- **1 November 2003:** Public launch of Business Plan by the Executive Mayor. *(PGWC Annexure B, 2003: 2 - 3).*

Central Karoo District Municipality

The ISRDP Programme Manager formed a task team, which consists of the ISRDP Nodal Delivery Team (NDT) and the Planning, Implementation and Management Support Centre (PIMS) staff, to draft a business plan for the Central Karoo node. The drafting process had a clear focus on implementation in specifying programmes, projects, budgets and implementation responsibilities.

The ISRDP business plan process and timeframes, which were determined by the Central Karoo District Municipality were similar to those of the City of Cape Town's process. The business plan process was crafted to end in reporting to the third Political Champion's meeting, which was held in October 2003 *(PGWC Annexure B, 2003: 3).*

6.3.2 INSTITUTIONAL ARRANGEMENTS FOR THE CO-ORDINATED MANAGEMENT OF THE PROVINCE'S RESPONSIBILITIES

The Western Cape Provincial Cabinet, per Minute Number 170/2003, approved, *inter alia*, "the principle of a dedicated provincial team drawn from provincial departments to ensure the effective implementation of provincial commitments to the ISRDP and URP; and that the Department of Local Government, in conjunction with the Provincial Treasury, investigate the appropriate manner in which ISRDP and URP information could be reflected in budget and strategic planning documentation" *(PGWC Cabinet Minute Number, 2003: 170/2003; PGWC Cabinet Minute Number, 83/2004: 1).*

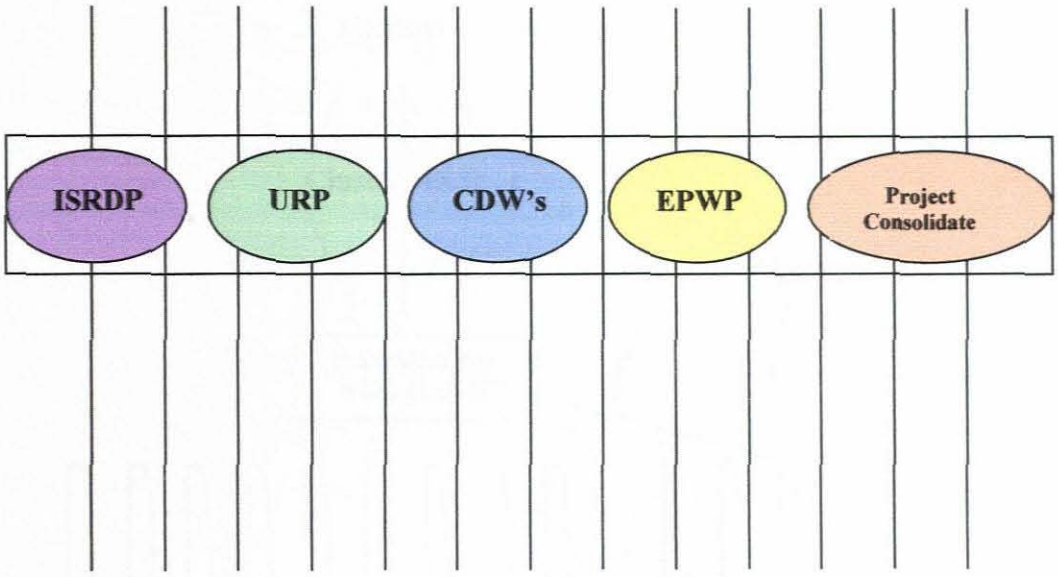
The Department of Local Government is responsible for co-ordinating the URP and ISRDP at a provincial level. In its discussions with the Provincial Treasury,

agreement had been reached, that in the co-ordination and management of the Integrated Serviced Land Project (iSLP), over the past twelve years, the Province had accumulated invaluable experience, which could now be applied to the URP and ISRDP. The iSLP was drawing to a close and a unique opportunity existed to harness the expertise that it contained before it got lost. The Project Co-ordinator of the iSLP (Caleb Consulting) was, therefore, consulted on how to structure the province's involvement in the URP and ISRDP. Furthermore, agreement was reached that Caleb Consulting would also act as the province's Programme Manager of the URP and ISRDP until the expiry of Caleb Consulting's contract in March 2005.

It should be recognised, however, that the province's objective was not to contract out the management of integrated development, but to enable the province itself to manage integrated development according to best practices – for which Caleb Consulting would be used as a facilitator.

Integrated development requires integrated management, which requires more than a series of inter departmental meetings. It requires a dedicated team of representatives from each department who are committed to an ongoing cycle of shared research and analysis, integrated planning, co-ordinated implementation and objective evaluation. It is also essential that the team members are fully integrated within their line function departments, with direct access to all levels of management *(PGWC Cabinet Minute Number, 83/2004: 2)*.

Figure 6.1: The need for an integrated approach to development, as well as a cross-cutting instrument is required

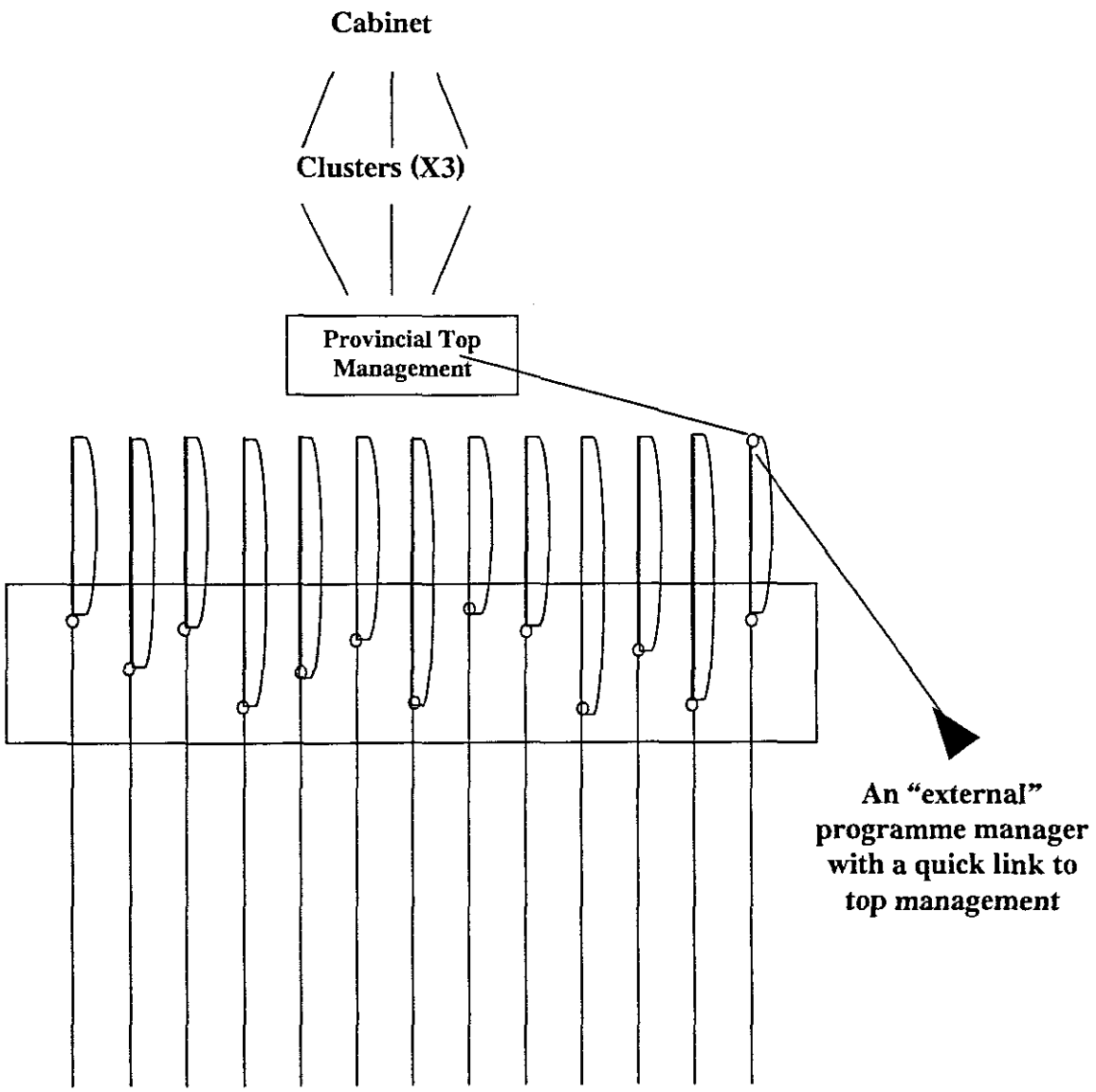


On **31 March 2004**, the Provincial Cabinet, per Minute Number 83/2004, resolved that a Provincial Integrated Development Team (PIDT) would be established on 1 April 2004, with prescribed terms of reference, while it would be managed by the Programme Manager. It also included the appointment of one representative from each Department to the PIDT, in terms of a prescribed profile and allocation of time. The Team's mandate, until 31 March 2005, was to achieve the following outcomes in the URP and ISRDP:

- Facilitate the optimum delivery of all approved provincial projects;
- Enhance the effectiveness of approved projects by all possible means; and
- Facilitate the design of new integrated programmes, according to international best practices, for implementation from April 2005 *(PGWC Cabinet Minute Number, 2004: 83/2004; PGWC MOA, 2004: 1 - 2).*

In order to achieve this, team members should become creative and strategic thinkers, be keen to learn and to explore new paradigms, have a good knowledge of the resources that their department can muster to assist poor communities and be well connected within their department – including having direct access to their Head of Department (HOD).

Figure 6.2: A cross-cutting instrument is required with a team of representatives, each with a direct link to their Head of Department



Team members will have to be dedicated to the PIDT, at least for an initial and annual period of full time research and analysis. It is proposed that the initial period is a three month full-time dedication, with weekly meetings and *ad hoc* consultations thereafter. The annual requirement would be for project review and design and would feed into each department's role in the province's budgeting cycle.

Policy issues will be referred to the respective Department Heads, however, issues that cannot be resolved within one or two departments, will be referred by the Programme Manager to the Local Government Head of Department, who will refer

the matter to the most relevant structure at an executive and top management level within the province.

The cost to each department of having a representative on the PIDT will be viewed as a departmental cost and budgeted for accordingly. Team events and functions and the costs associated with the Programme Manager, will be the responsibility of the Department of Local Government *(PGWC Cabinet Minute Number, 83/2004: 3)*.

This was an experimental instrument that ventures gently into the field of matrix management. It focused on integration and co-ordination, without transgressing departmental responsibilities. It also facilitated the involvement of a wide variety of other resource providers and promoted and reinforced the local co-ordination of integrated projects. This was a necessary initiative from the Provincial Government of the Western Cape in order to facilitate the achievement of provincial commitments to integrated projects and to co-ordinate the design, implementation, monitoring, reporting and facilitating of such initiatives, that lack the committed involvement of all departments.

6.3.3 A PLANNING, FINANCING AND PERFORMANCE MANAGEMENT PROTOCOL

6.3.3.1 Background

In January 2005 the national Cabinet noted the outcome of national sector departmental **audits** of current nodal contributions and resolved that the Department of Provincial and Local Government co-ordinate the completion of Cluster nodal **intervention strategies**, which would facilitate the operationalisation of the Planning, Financing and Performance Management Protocol (also referred to as the "Financing Protocol") for the ISRDP and URP. The Cabinet also approved the following principles:

- that Clusters should indicate in their Departmental **Strategic Plans** (2005/2009) and **Budget Votes** how they intend to support the nodes, translated into clear annual operational / business plans;
- that, from 2005, Clusters should indicate, in their Departmental **Annual Reports**, how they have supported the development nodes; and
- that Clusters should increase its **technical support** to the nodes *(Molapo, 2005: 2; South Africa, 2005: 1, 15)*.

The Protocol for the ISRDP and URP is a funding, planning and performance-based mechanism, which is built on the following objectives:

- To build on the current performance system of government, rather than create a new performance system;
- To ensure that planning and co-ordination is projectory and, built on the three-year budgeting system;
- To improve non-financial performance accountability in the use of financial resources for programmes across spheres of government; and
- To encourage national and provincial sector departments to provide technical support to the nodes, to strengthen nodal level planning, budgeting and performance management.

The intention of this protocol is to measure progress in the ISRDP and URP through the achievement of clear outputs, which should be set before the start of each MTEF (Medium Term Expenditure Framework) three-year period.

This Protocol is intended to serve as a statement of intent, which is a commitment by the government to plan and fund the two programmes in a specific way. This commitment should be regarded as an intervention tool to direct medium-term planning and budgeting, beginning with the current financial year (preparations), which would be effective for the MTEF period 2005/2006 until 2007/2008. During the 2007/2008 financial year, a review will be conducted to assess the extent to which this approach has contributed to strengthening intergovernmental fiscal and planning alignment in the nodes *(South Africa PFPMP, 2004: 3)*.

When the ISRDP and URP were launched in 2001, the preference was not to establish a dedicated fund. *"...the ISRDP has not been conceived as a separate funding programme, but rather as one in support of existing funding, which focuses on improving service delivery" (South Africa Intergovernmental Fiscal Review, 2001: 172)*. The underpinnings for this decision are firmly entrenched in the objectives of the programmes being, inter alia, to pilot approaches, which are aimed at re-engineering the intergovernmental planning and fiscal regime.

The July 2003 Cabinet Lekgotla noted the need to improve the National Government's capacity for supervision, monitoring and facilitation of the implementation of the ISRDP and URP, inter alia, *"Developing a Protocol for nodal points between the National Treasury and the DPLG. A protocol of this nature is aimed at guiding the process of inter-sphere budgeting in so far as it relates to the work of the three spheres of Government in the nodes" (South Africa, July 2003: Cabinet Lekgotla minutes).*

The State of the Nation Address (SoNA), 2004, emphasised the critical importance of responding to the challenges of the second economy as it manifests itself in the 21 nodes – the nodes being characterised by the structural manifestation of poverty, underdevelopment and marginalisation. One of the interventions in the SoNA that was highlighted, was the development of the Protocol *"to improve the effective and co-ordinated financing of these programmes by the three spheres of government and the different departments" (South Africa SoNA, 21 May 2004).*

In the same SoNA of May 2004, a number of critical interventions were identified as immediate responses to the challenges of the second economy, with specific attention to the 21 nodes. These were:

- The Expanded Public Works Programme (EPWP): integrating social and economic infrastructure development with human resource and enterprise development;
- Community Development Workers (CDW's): strengthening community involvement in development issues through the deployment of CDW's;
- Information, Communication and Technology (ICT): introduce modern ICT in the nodes to improve access to information;
- Social Cohesion: using the nodes as platforms to address the roots of social crimes;
- Free Basic Services: improve access to clean water and basic sanitation; and
- Learnerships: increase the skills base through the uptake of learnerships in the nodes *(South Africa PFPMP, 2004: 4).*

South Africa has a dual economy wherein highly modern, competitive and globally interconnected sectors (the First Economy) coexist with mass poverty and huge

service delivery backlogs (the Second Economy). The state should progressively integrate the two economies while they meet both their needs. The Second Economy represents, in the words of the President in his 2004 State of the Nation Address, *"the structural manifestation of poverty, underdevelopment and marginalisation in our country" (South Africa SoNA, 2004)*. The Minister of Finance, in his 2004 Budget Speech, echoed this view when he said, *"too many South Africans are trapped in the second economy, characterized by poverty, inadequate shelter, uncertain incomes and the despair of joblessness" (South Africa Minister of Finance, Budget Speech to the National Assembly, 2004)*. The challenges of underdevelopment in the nodes are, at times, exacerbated by weak co-operation and coherence between and within spheres of government. Redressing poverty, underdevelopment and marginalisation *"is a national task that calls for the mobilization of the whole nation into a united people's action, into a partnership with government for progressive change and a better life for all, for a common effort to build a winning nation" (South Africa SoNA, Feb 2004)*.

Transversal programmes, such as the ISRDP and URP, are a recognition that the government wants to maximise impact of its expenditure and investments spatially. Except for the three main development planning frameworks, which are currently evolving in South Africa – the National Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategies (PGDS) and Integrated Development Plans (IDP's) – there are no mechanisms for national departments and provinces to align their planning and budgets with that of municipalities and the nodes, in particular. Most sector departments in all spheres of government cannot account for commitments to the nodes and the outputs achieved. More specific to the urban nodal programme, township or ward level planning, budgeting and performance monitoring has, to the present, not been a practice.

While existing intergovernmental mechanisms promote alignment and co-ordination in planning (such as the FOSAD Clusters), budgets are still largely the responsibility of individual departments and are not spatially referenced down to ward level. The core challenge is, therefore, how the refocusing of plans and funds to the nodes can be facilitated across the three spheres within the context of the existing

intergovernmental planning and fiscal architecture *(South Africa PFPMP, 2004: 5 - 6)*.

6.3.3.2 Rationale for the Protocol

Attempts at integration in the implementation of the ISRDP/URP have raised important questions about policy implementation, planning and budgeting. The lessons from the ISRDP / URP show that greater structure and predictability within the intergovernmental planning and fiscal system is required in order to improve service delivery. The alignment of priority-setting and the translation into plans (planning alignment) across the spheres of government, is not optimal. Planning systems such as IDP's, PGDS, NSDP and MTSF are, in itself, relatively young systems and need time to mature.

At this stage, the lack of coherence between these planning systems hamper the implementation of integrated programmes such as the ISRDP / URP. To this end, regulatory frameworks such as the *Intergovernmental Relations (IGR) Framework Act* of 2005 will contribute to strengthening the link between these instruments *(Urban News 2 (1), 2005: 1; South Africa, 2005: 1 - 37)*. Although the two programmes have stimulated attempts at cross-sphere co-ordination, those provinces or national sector departments who do respond, do so on an in-year basis. This hit-and-miss approach, which seeks co-ordination, has high transaction costs and does not create medium-term predictability for the programmes. Projectory co-ordination (at least for an MTEF period) is essential if the ISRDP / URP should fulfill its mandate. Reciprocally, to strengthen this process of planning alignment, commensurate refinements to the intergovernmental fiscal systems are imperative to maximise the targeting of state investment and services, in particular, to the poor. In recognition of this need, the National Treasury has commenced work to review the local government's fiscal framework. However, as these reform processes (planning alignment and fiscal reviews) can be anticipated as being complex medium to long-term processes, this Protocol is proposed as an interim intervention, specifically targeted at improving intergovernmental budgeting, planning and performance management to the benefit of the 21 nodes *(South Africa PFPMP, 2004: 6 - 7)*.

Annexure 6.1 illustrates the flow of capital and information between the three spheres of government.

6.3.3.3 The principles underpinning the proposed Protocol

National and provincial departments should actively engage in the IDP processes of local government, in general, and, more specifically, the nodes. The DPLG will facilitate these interactions. National Treasury will facilitate this by ensuring that the strategic and performance plans that are tabled by the national and provincial departments, are broken down by municipality (and, if possible, by node and municipal ward) for relevant service delivery departments such as housing, education, health, sports, safety and security, home affairs, public works and agriculture.

There should be alignment between planning systems in all three spheres of government. Current planning systems such as the Integrated Development Plans (IDP's), Provincial Growth and Development Plans / Strategies (PGDP/S) and the National Spatial Development Perspective (NSDP), are not aligned. The Presidency, National Treasury and DPLG have been tasked to ensure alignment, through the Governance and Administration (G&A) cluster programme *(South Africa, 2005: 46 – 47)*. This process will ensure that each nodal project is generally co-ordinated by a municipality, unless the municipality is unable to do so for good reasons. Implementation will, generally, still be the responsibility of each department or municipality, depending on where a function is performed and each organ of state that is involved in the nodal project, commits to a three year performance target for each of the three years *(South Africa PFPMP, 2004: 9)*.

All relevant conditional grants such as housing, municipal and provincial infrastructure grants, have a responsibility towards the nodes and should tangibly demonstrate how they support the nodes. Other conditional grants that may be appropriate should be agreed upon between the administering national department and National Treasury. Prioritisation of the nodes should be reflected in the Division of Revenue Act (DoRA) from 2005/2006, where a grant is designed to support such nodes, as well as in the agreement with the National Treasury.

Weak capacities of nodal municipalities should be taken into account. Where weak capacities exist, provincial and national sector departments have a responsibility to provide support. It is critical that for each node, DPLG ensures that performance outputs are agreed on with the National Treasury at the beginning of each financial year and that the annual reports of the implementing departments report against such outputs. DPLG should provide an overall performance report to Cabinet at the end of each financial year.

Annexure 6.2 outlines the alignment and requirements of the government, from supra-national to local, which impact on efforts to alleviate poverty and underdevelopment in the Western Cape. The annexure outlines the different spheres and their relevant programmes.

6.3.3.4 Operationalising the Protocol

The Local Government Equitable Share (LGES), as a separate window, should be phased out. The formula for this grant is undergoing a review and is expected to provide more funds to municipalities with lower fiscal capacity and higher proportions for poor households. Municipalities with nodal areas should prioritise their budgets towards poor households, which includes nodal areas. The National Treasury and DPLG should, therefore, seek to improve their monitoring of local government budgets by expanding the LGES reporting requirements from municipalities on the allocations to nodes and the reporting requirements from municipalities on the allocations to nodes and the actual performance on these allocations in terms of outputs *(South Africa PFPMP, 2004: 10)*.

Conditional grants for housing, MIG (Municipal Infrastructure Grant), Provincial Grants and other grants that have been identified and agreed upon between DPLG and the National Treasury, should provide more information on how such grants support nodes, to the extent that this is possible and feasible. Where appropriate for a conditional grant, such conditions will be incorporated into the Division of Revenue Bill for 2006. National Treasury and DPLG should consider how all national and provincial departments report on nodes, by using the strategic plans and annual reports of the relevant departments for appropriate programmes.

As a point of departure to formulate the Protocol, it is fundamental to acknowledge that the strengthening of the critical link between planning and funding across the three spheres of government, is critical to the successful operationalisation of the said protocol. In this regard, a conscious and concerted effort should be made towards the continuous support of aligned and integrated planning processes across the three spheres to ensure that the planning is credible and that it addresses the challenges of the second economy and the priorities of the government of the day.

It is, therefore, the express intention of this targeted funding approach, via the Protocol, to stimulate closer working relations between the grantor departments at a national and provincial level and the recipients and users of funds at the local level. These relationships have, up to now, been too biased towards financial matters and financial accountability and presently should be broadened to provide expertise and support to strengthen planning and implementation across the three spheres *(South Africa PFPMP, 2004: 11)*.

Annexure 6.3 illustrates both the political and technical intergovernmental fora across the three spheres of government in respect of the ISRDP and URP.

6.4 SUMMARY

The capacity of the State to deliver in a cost effective, efficient and seamless manner, is critical if the government's efforts to eradicate poverty should be enhanced. The inception of the Integrated Sustainable Rural Development Programme (ISRDP) and the Urban Renewal Programme (URP) in 2001, ushered in a renewed focus on integration at a local level in South Africa. Integration requires that all three spheres of government work together in a co-ordinated manner, to ensure delivery of services to the community. Nodal areas were identified in order to develop a model, which would inform an overall strategy for the government to produce results by working in a new, integrated, work-focused way *(South Africa, 2005: 1)*. It is important to bear in mind that the two programmes have a 10-year life span, with 2005 marking the fourth year of implementation. During the first three years, the programmes focused mainly on structural and institutional arrangements. From 2005 to 2011, an accelerated implementation and visible local development will be required. This points to the need for departments to work together to finalise implementation

strategies, which will pave the way forward until 2011 *(South Africa, 2005: 2, 12 - 13)*.

An analysis of the profiles of the 21 nodes proves that there has been some significant improvement in the delivery of services since 1994, as well as since the implementation of the ISRDP and URP in 2001. No single department or sphere of government can achieve success in the 21 urban and rural nodes unless it co-ordinates with other departments and the government, as a whole. Therefore, it is expected that the implementation of the ISRDP and URP will increase integration and the impact of development in nodal areas *(Urban News 2 (1), 2005: 1)*.

In an effort to speed up delivery in the ISRDP and URP, the government is committed to ensure that all national departments and clusters support the implementation of the programmes in the nodes. From now on, departments should indicate in their Departmental Strategic Plans (2005 – 2010) and Departmental Budget Votes how they intend to support the nodes, which should translate into clear annual operational business plans *(South Africa, 2005: 15)*. The Intergovernmental Relations Framework Act and Project Consolidate will facilitate service delivery, allowing all three spheres of government to adopt an active hands-on approach to deal with the challenges of poverty and underdevelopment.

Finally, in terms of institutional arrangements, each national department should increase its technical support to the nodes, in line with Project Consolidate objectives *(Urban News 2 (1), 2005: 1)*. Over and above this, national political champions have been deployed to ensure that the government meets its objectives to improve the lives of both the urban and rural communities in the nodes.

This chapter has provided the reader with an insight into the phenomenon of political championship and accountability, which was studied. It aimed to indicate the necessity of practicing sound political accountability through a developmental government approach; to illustrate how effective political championship will facilitate the achievement of inter-sphere and inter-sectoral planning, budgeting, implementation and co-operation; and to compile a strategy for political involvement and to ensure the sustained involvement of the Political Champions, which would be

essential in order for them to effectively support the three nodes in the Western Cape. In Chapter Seven the emphasis will be on an integrated developmental approach to urban and rural interventions.

CHAPTER SEVEN
AN INTEGRATED DEVELOPMENTAL APPROACH TO URBAN AND RURAL INTERVENTIONS

7.1 INTRODUCTON

This chapter emphasises an integrated developmental approach to urban and rural interventions. The chapter mainly explores the strategic issues with regard to the ISRDP and URP; integrated development as a best practice; the measuring of performance in integrated development; and an intervention strategy for the provincial government.

The function of creating integrated development has become complicated by a plethora of initiatives, that have been launched from different directions, which are aimed at different targets, that employ different processes, though all claim to be "integrated development". In addition, there are often huge administrative imperatives for reports, analyses, workshops and presentations, which means that some departments may be required to devote more human resources to reporting and administration than to achieving delivery. In this context, it is appropriate to review the objectives of integrated development, particularly to ensure that investment in prescribed nodes (URP and ISRDP) is optimal. It is for this reason that it is important to consider the ISRDP and URP to date, integrated development best practice, measuring performance in integrated development, the capacity of the province and an intervention strategy for the province in order to determine the way forward and to review the integrated development practice, with particular reference to the ISRDP and URP in the Western Cape.

7.2 THE ISRDP AND URP TO DATE

In February 2001, amidst the lengthy process of formulating Integrated Development Plans (IDPs), Provincial Growth and Development Strategies (PGDSs) and Provincial Spatial Development Frameworks (PSDFs), the South African President established the ISRDP and URP to address poverty alleviation and the under-development within eight (8) urban and 13 rural nodes. This was a strategic intervention to bring an immediate practical focus to development planning by all spheres of government, which require aligned budgets, co-operative governance, focused political support, measurable targets, co-ordinated implementation and reporting and effective monitoring and evaluation.

The Western Cape nodes are three areas of considerable but different concern, namely the Central Karoo, Mitchell's Plain and Khayelitsha. The problems within each are many and complex, though they may be labelled as rural stagnation, urban exclusion and urban migration respectively.

Local authorities (the Central Karoo District Municipality and the City of Cape Town) are **responsible** for implementation in the nodes and the province is required to provide whatever support may be necessary. Oversight is provided by the Department of Provincial and Local Government (DPLG) nationally, while the Department of Local Government and Housing does so in the province. The Independent Development Trust (IDT) provides a technical support service to DPLG with respect to the ISRDP. **Political Champions** were designated for each node from National and Provincial cabinets and attended nodal meetings in 2003 *(PGWC, 2003: 3 - 5; PGWC, 2004: 2 - 3).*

The first need was for **project management.** A Nodal Delivery Team with a dedicated programme manager was established in the Central Karoo in support of which the Department of Local Government and Housing runs a monthly ISRDP Management Committee. The City of Cape Town already had personnel within both its nodes, then appointed a URP Co-ordinator three years ago (December 2003), as well as a co-ordinating team, which commenced on 1 October 2004.

Because these programmes were initiated nationally and not locally, it was only thereafter that local authorities were required to nominate the contents and to ensure that they reflected each municipality's Integrated Development Plan. The result was a mix of initiatives, which were categorised as "anchor projects" and "quick wins" in Cape Town and "anchor projects" and "priority projects" in the Central Karoo *(PGWC, 2003: 3; PGWC, 2004: 8)*. Because no extra funding has been provided to either programmes, most of these contents were projects that had already been budgeted for by the local authority. The Province was also required to state its contribution to the URP and ISRDP. As with the local authorities, this simply became an aggregation of everything that each department had budgeted to spend in the three nodes during that year (2003-2004). It amounted to 487 commitments, with a budget of R417 million capital and R249 million operating expenditure.

The next priority was the production of **business plans**. This was a co-operative process, driven by the Department of Local Government, which produced a joint National / Provincial / Local Government Business Plan for each of the URP and ISRDP. These included key result areas (or "strategic thrusts") for each node, as well as appended projects and programmes that were already budgeted for, though it was stated that an appropriate development process and suite of properly integrated projects should still be defined *(PGWC Cabinet Minute Numbers, 2003: 131/2003; 170/2003)*. These business plans have not yet become effective "working documents".

The Province then had to decide how to provide a **co-ordinated contribution** to this process. In March 2004 the Cabinet accepted a recommendation by the Department of Local Government that a dedicated team be established, comprising representatives of each department, with an external programme manager. The team's brief was to add value to the existing projects in each node wherever possible and to design new properly integrated projects for implementation in the 2005/2006 financial year *(PGWC, 2004: 19; PGWC Cabinet Minute Number, 2004: 83/2004)*. The concept was well-received within the Province but although personnel members were nominated by each department, they were not dedicated to the team in terms of time or priority. It also proved challenging to trace and track all of the Province's activities within a node, let alone co-ordinate planning, budgeting and administration. The

team, named the Provincial Integrated Development Team (PIDT), has been "put on hold" pending a review by the Province.

There has been good progress in terms of project delivery in all three nodes, assisted by additional funding from national and provincial departments and parastatals. These include the Consolidated Municipal Infrastructure Programme (CMIP), Human Settlement Redevelopment Programme (HSRP) and Equitable Share allocations. Notable successes have been achieved in the establishment of the Mitchell's Plain Central Business District (CBD), with its shopping centre and supportive transport infrastructure and in the upgrading of transport infrastructure in Mandalay and Lentegeur. The development of the first elements of a CBD in Khayelitsha and the opening of the Swartklip sports facility that links the nodes, have been apreciated. The recent agreement between the City of Cape Town and the German Development Bank, Kreditanstalt fur Wiederaufbau (KfW), to create three safe nodes in Khayelitsha, is encouraging *(City of Cape Town, 2005: 15, 20, 22)*. Beaufort West, in the Central Karoo, has benefited particularly from the establishment of a multi-purpose centre, a re-cycling facility and improved infrastructure. An experimental hydroponics project is now in its second phase. There are many other projects and most of the departments are involved *(Central Karoo District Municipality, 2005: 24 - 27)*.

In the Central Karoo, the monthly Nodal Management Committee and the Multi-Stakeholders Steering Committee meetings in the City of Cape Town, are the vehicles for many national and provincial departments, as well as parastatals to establish an interface with the nodes *(Central Karoo District Municipality, 2005: 19; PGWC, 2003: 3)*.

It is evident that the process by which the URP and ISRDP have been assembled, operates differently to the norm, whereby a project is initiated from grassroots level and is researched and designed by the local authority, which then creates a business plan, which is used to canvass resources from provincial and national government and elsewhere. ***Annexure 7.1 illustrates that the URP and ISRDP process is "top down", whereas the objectives of poverty alleviation require a "bottom-up" approach, which begins with an understanding of the nature of poverty within a***

particular place or society. It is difficult to fit best practice into an inappropriate paradigm.

It is appreciated that the strategy applied in the URP and ISRDP reflects an urgency by the national government to address poverty alleviation and under-development in the nodes. It also assumes that local and provincial government is readily able to identify projects and programmes that conform to reliable and approved plans and strategies – IDPs and provincial strategies. A new generation of projects and programmes that are designed to meet real community needs but which fit within a coherent and approved socio-economic strategy for that area or community, is required.

7.3 STRATEGIC ISSUES

This section focuses on strategic issues, for example, the maximising of impact through the alignment of government activities, measuring impact, measuring the contribution of political champions, mobilising social partners, reporting issues and the interaction between the nodes. This is explained in the paragraphs that follow.

7.3.1 OVERALL COMMENTS

There has been significant progress with a wide range of projects on both the rural and urban nodes. In the rural node, the link between development priorities and the projects, is not explicit. It is, therefore, not clear how the various projects contribute to the realisation of the development priorities. In the urban nodes, programme areas have been outlined and each project relates to a programme area. However, there does not appear to be an overall vision of what the urban nodes should look like in ten year's time, particularly in terms of spatial development.

With both the urban and rural nodes, attention should be given to the extent to which nodal developments should support the realisation of the vision of iKapa Elihlumayo. There is some correspondence between the iKapa vision and the development priorities in the nodes, however, the specific iKapa strategies are not fully captured within the nodal plans *(PGWC, 2005: 7)*.

7.3.2 MAXIMISING IMPACT THROUGH THE ALIGNMENT OF GOVERNMENT ACTIVITIES

Many national and provincial departments have contributed meaningfully to projects within the urban and rural nodes. This contribution has been facilitated by co-ordination from the nodes themselves. In the Central Karoo node, a list of development priorities was drawn up and sent to national and provincial departments and the departments responded favourably.

However, the impact of overall investment in the nodes will only be maximised if all government activities there are aligned. This alignment can only be effected through joint planning between the three spheres of government and the linking of the Medium Term Expenditure Framework (MTEF) to local priorities and budgets.

National and provincial departments, with a few exceptions, do not take account of the nodal IDPs when they plan projects within the nodes. In some cases, provincial departments initiate projects in the urban nodes without informing the City's URP unit. This can be addressed in two ways:

- MECs should be required to indicate in their reports to Cabinet how their nodal initiatives relate to the IDP. A benefit of indicating the linkage to the IDP is that it will allow the government to begin to quantify, which government investment may have occurred, owing to the area being a node; and
- A provincial URP workshop was scheduled for September 2005, which would clarify roles and responsibilities, ensure accountability and promote co-operative governance. This workshop included key provincial and City Heads of Department.

The IDP should be the basis of alignment. There are two reasons why this is not the case. Firstly, the IDP may not be an adequate strategic plan. In the case of the Central Karoo IDP, the vision and strategic priorities remain relevant, however, the research and analysis was limited and thus the strategies were poorly formulated. It was in this process that the current social problems were not adequately identified and addressed within the IDP. The IDP managers in the node have reviewed their IDPs to

address these shortcomings and the Department of Local Government and Housing has prioritised IDP support.

In addition, municipal officials in the Presidential nodes should ensure that their IDP is linked to the Provincial Growth and Development Strategy (PGDS) and to the National Spatial Development Perspective (NSDP), as well as the Provincial Strategies.

Linkages between projects are vital to align projects and maximise impact. In the Central Karoo node, 20 young people were placed in an entrepreneurship programme, but on completion they were not absorbed into any existing or new projects. Their learning and energy may, therefore, be lost in the long-term. Linkages between projects should occur in two ways:

- Nodal co-ordinators should ensure that linkages are identified, planned and implemented accordingly; and
- Provincial and national departments should, when considering the municipal IDP and existing projects in the node, seek to support or link with existing projects *(PGWC, 2005: 7 - 8)*.

7.3.3 MEASURING IMPACT

A key question is whether the investment in the nodes has an appreciable impact. In order to measure impact, it is important to have a clear vision and, in the case of the nodes, this vision is about the kind of a community envisioned for 2014.

Once the vision and strategies are clear and measurable outputs and outcomes have been identified, it is possible to develop a monitoring and evaluation system that can assess impact in the broad outcome areas. While the broad outcomes of initiatives are specified in the Central Karoo and Khayelitsha / Mitchell's Plain nodes, they do not specify output indicators, which should be addressed.

There are processes under way within the province and at national level to develop a monitoring and evaluation system, which should be prioritised. In the meantime, it is important to begin with output indicators and to ensure that the development plans of the urban and rural nodes specify them.

A further challenge is to determine, which investment has been over and above that, which national or provincial departments would otherwise have provided in that node. This would at least assist in understanding how much extra funding has gone into the nodes. This challenge could be addressed through collective reporting by departments.

In order to assess whether all three spheres of government have an impact in a nodal area, it is necessary to develop a wide range of social and economic indicators, the statistics for which should be available per local municipal area on a regular basis (at least every two years). These indicators could emanate from a variety of sources such as police crime statistics and regular government surveys. Regular surveys among residents in the Presidential Nodes should also be used to ascertain residents' perceptions of the impact of investment in the nodes. Therefore, the impact of investment in the nodes can only be assessed once a comprehensive monitoring and evaluation system is established *(PGWC, 2005: 9)*.

7.3.4 MAXIMISING THE CONTRIBUTION OF POLITICAL CHAMPIONS

The provincial Cabinet has expressed its commitment to the nodes and took a decision to form a provincial committee comprising of the MECs for Local Government and Housing, Finance, Economic Development and Tourism, Social Services and Poverty Alleviation, Transport and Public Works and Community Safety to facilitate visits to the nodes and provide feedback to the Provincial Cabinet on the progress made in the Presidential Nodes.

In order to maximise the participation of political champions and to mobilise departmental support, the Premier will play a leading role in the province. The Premier will ensure that political commitment is translated into administrative action and will make active use of the political resources of all champions to address delivery blockages. MECs will be required to report regularly on their Department's activities in the nodes *(PGWC, 2005: 9 - 10)*.

7.3.5 MOBILISING SOCIAL PARTNERS

The rural node hosted a Business Opportunities Conference in September 2004 with a view to attract private investors and to raise awareness of businesses on the

contribution that they can make towards the government's development goals. While the conference went well, it is unclear whether it succeeded to mobilise business investment and, to date, most of the investment has been of a public nature. At the same time, it should be noted that private sector involvement may not be adequately reflected in reports, since project materials, labour and capacity building are sometimes supplied free of charge. The role of Wesgro (the Western Cape Trade and Investment Promotion Agency) in marketing projects following the Business Opportunities Conference, remains paramount.

At the Central Karoo Project Analysis Workshop in February 2005, it was noted that CBOs and churches should be made aware of the contribution that they currently make and should be supported to expand this contribution. Their contributions should be seen as "projects", which can be linked with nodal projects and which play a pivotal role to build social capital.

The urban nodes have already attracted R265 million in private sector investment for the anchor projects in Khayelitsha. The City's URP unit is in the process of developing a marketing strategy and Wesgro will host an international investors' conference in 2006 and both the urban and rural nodes will form part of this event.

The role of parastatals is also quite crucial. Some of them attended the Central Karoo workshop, however, their support should be actively mobilised through the inclusion of nodal projects in their business plans. Some parastatals, such as Spoornet, can have a significant impact on development in the nodes *(PGWC, 2005: 10)*.

7.3.6 REPORTING ISSUES

Nodal reports provide significant information, however, it is not presented in a way that encourages champions or departments to contribute to nodal development. Each nodal report should clearly outline the programme plans, progress against these plans, challenges to achieve objectives and an assessment of the impact of investment thus far.

A second issue is that information should be collected from provincial departments on their projects in the nodes. This should be according to a standard format to ensure

that they provide the required information. Such a template was developed in the Motherwell Urban Renewal Programme, where it assists in compiling detailed progress reports, identifying trends and promoting accountability of the departments. This kind of template should be developed for reporting by provincial departments. Departments would be encouraged to supplement this with any additional information and analysis, for example, co-ordination difficulties.

Currently, the City's URP Unit produces regular reports (according to a format prescribed by DPLG), while the province conducts its own assessment. There should be one consolidated report from the City and the Province for the urban nodes. This will require some discussion between DPLG, the City and the Province at the URP workshop to agree on a format and process to produce the consolidated report *(PGWC, 2005: 8, 11)*.

7.3.7 INTERACTION BETWEEN THE NODES

Many lessons have been learned in both the nodes and it would, therefore, be beneficial for the co-ordinators and stakeholders in the two nodes to meet and share experiences and for those experiences to be recorded.

There are also lessons that should be learned in other nodes in the country. For example:

- In Alexandra, there is a medium-to-long-term integrated costed business plan. This makes it clear what actions should be established in order to realise the objectives of the business plan;
- A skills audit was also conducted in Alexandra. The training needs of the community were identified and linked to employment opportunities in the projects; and
- In Galeshewe, the municipality was provided with technical support (e.g. engineers and architects) as it lacked that capacity *(South Africa, 2005: 5, 8)*.

7.3.8 INTERVENTIONS

In order to improve co-ordination and alignment between the nodes and the province, the following should be implemented:

- MECs should submit regular progress reports to Cabinet on projects being implemented in the development nodes. These reports should provide information in a standardised format and should indicate how the nodal initiatives relate to the IDP;
- A provincial URP workshop with Heads of Department of provincial and City departments should take place, which will ensure that all the relevant departments are on board with the urban renewal programme; and
- Project linkages should be identified by nodal co-ordinators, while provincial departments should also seek to support or link with existing projects.

A monitoring and evaluation system should be developed for the Presidential Nodes and this should be co-ordinated with the national M & E system that is being developed.

The province should support the development nodes in the following ways:

- The Department of Local Government and Housing should provide targeted supported to the Central Karoo node for its IDP review process; and
- The Department of Local Government and Housing should engage with the municipalities in the two nodes to ensure that development plans specify output indicators and the desired outcomes of projects.

Political champions should be mobilised in the following ways:

- Meetings between the champions and the nodal stakeholders should be convened twice a year;
- Reports from the Presidential nodes should provide information in a way that mobilises the support and contributions of champions; and
- The champions should be engaged around specific projects or issues, particularly delivery blockages *(PGWC, 2005: 11 - 12)*.

7.4 INTEGRATED DEVELOPMENT BEST PRACTICE

This section focuses on the meaning of integrated development, the pivotal role of the community and integrated development projects. This is explained in the paragraphs that follow.

7.4.1 THE MEANING OF "INTEGRATED DEVELOPMENT"

The term "integrated" pertains to **"whole"** or "complete". The phrase "integrated development" can have many meanings – it, therefore, makes a handy slogan but an unhelpful prescription. If it should be employed, it should be defined in a way that is congruent with the primary objectives of the government and that can provide accurate direction to implementers *(PGWC, 2005: 57)*.

Underlying the policies of provincial, national and local government with regard to development, is the objective of an *integrated society*, which not only describes the antithesis of a segregated society, but requires the creation of a ***whole society.*** This comprises whole, integrated communities that are viable, sustainable, fruitful, self-supporting and which re-invest in themselves. This is well reflected in the Province's targets of "A home for all" and *Ikapa Elihlumayo*. It is also an objective of "Project Consolidate" *(South Africa, 2004: 17)*.

7.4.2 THE PIVOTAL ROLE OF THE COMMUNITY

However, these objectives can only be achieved if development is rooted in and birthed from, owned by and managed by communities. That is the **paramount lesson** of international best practice. The corollary is that projects and programmes for communities that are instead rooted in and managed by the government bear superficial fruit that contain sterile seeds. Such development cannot be sustained, neither does it foster an integrated society. The consequences from best-intentioned endeavours are illustrated in the following contemporary report:

The town of Laingsburg is the beneficiary of a succession of very effective labour-intensive infrastructure projects, in which community members have been trained and employed and some have graduated to become SMME's. But on the fortnightly pay day the loan sharks wait outside the contractor's gate and the little town's 60 shebeens have stocked up. Drug-taking has also escalated and recently claimed the life of an up-and-coming contractor. The lifeskills component of the skills training curriculum is no match for forces such as these (CSIR, 2005: 13).

The reality is that the URP and ISRDP are being driven from above in almost every respect and are hardly related to communities. The projects within the business plans

are being driven from the sides (by Province and local government) and have not been designed to respond to either the communities' expressed needs or the URP and ISRDP imperatives. Such a process is bound to be bureaucratic and, thus, officials from all spheres are drawn into cycles of meetings, seminars, workshops and report-writing in which the community is hardly, if ever, involved (or even mentioned) and which contribute little to delivery.

Everything that is known about a community can be recorded within a plan in which all the support organisations, as well as the routes to integrated development, can be plotted. An inclusive planning process should include potential resource providers, so that they can themselves identify opportunities and strategies to obtain and engage the most appropriate resources in the best way.

Annexure 7.2 illustrates how a community consolidation diagramme could be a useful instrument or framework for a plan of action *(Adlard, 2004: Diagramme).* The **lower half** shows by degrees what people need in order to prosper and how they can move towards a position of re-investing in their society. The **upper half** represents an array of primary, secondary and catalytic resources that can be provided by organisations such as government. The **middle ground** simply illustrates some helpful places of interface. This diagramme can be used for any community that is of a sufficient critical mass to warrant the attention and devotion of a range of resources. The first step is to plot progress lines in the lower half that match the needs, desires and aspirations of the community. Then government departments, agencies and parastatals should identify the areas and sections of the diagramme for which they are mandated. Thereafter, the responsibility for filling gaps and establishing the linkages necessary to enable progress should be taken up by other actors such as NGOs, volunteers, businesses and perhaps consultants. A co-ordinating structure should then be established, with a capable leader and some good monitoring and administrative capacity to track and report on progress.

The concept of the URP and ISRDP and the choice of nodes make good sense, but the current implementation process is substantially misdirected and wasteful of opportunities and resources.

It is clear, however, that poor communities cannot alleviate their own circumstances unaided and that the government should be their major supporter. How government should act is well illustrated in a complementary national initiative – the **Community Development Worker (CDW) programme**. The official CDW handbook describes "community development" as congruent to integrated development:

"Community development is about placing individuals at the centre of the development process and helping them to realise their potential. It acknowledges that the best solution to a problem comes from the individuals within communities that experience challenges.... Community development emphasises people's participation, fosters self-reliance and "bottom-up" problem solving. This approach is based on the principle that, through raising awareness, individuals within a community will become motivated to take control and solve their own problems. Once motivated, individuals can develop skills so that they are able to build a collective community response to an issue... In the final analysis, the implementation of Community Development should result in empowered people, deepening and strengthening of democracy, restored dignity of people, good governance and responsible citizens" (South Africa, 2004: 6 - 7).

Government has more recently introduced an **Informal Settlements Upgrade Policy**, which is also directed at poverty and integrated development:

"The prime foundation of the programme is the empowerment of communities to enable them to assume ownership of their own development and improvement of life. The involvement of the target community from the outset must in all cases be pursued..." (South Africa, 2004: 33).

There is a congruence in such government policies, which is encapsulated in the definition of **Developmental Local Government** provided in the Local Government White Paper (Notice 423 of 1998):

"Developmental Local Government is local government committed to working with citizens and groups within the community to find sustainable ways to meet their

social, economic and material needs and improve the quality of their lives" (South Africa, 1998: 17; PGWC, 2004: 9).

International experience has been fraught with cases of wasted investment. Much effort has gone into learning from mistakes. The UK's **Department for International Development (DFID)** has come to the following conclusion in the "Sustainable Livelihoods" manual:

"Sustainable poverty reduction will be achieved only if external support (i.e. support from outside the household) works with people in a way that is congruent with their current livelihood strategies, social environments and ability to adapt".

People – rather than the resources they use or the government that serve them – are the priority concern. Adhering to this principle may well translate into providing support to resource management or to good governance (for example). But it is the underlying motivation of supporting people's livelihoods that should determine the shape of the support and provide the basis for evaluating its success.

If the government in the Western Cape should facilitate a real alleviation of poverty and to correct the under-development of society there should be a radical change in approach. Communities should be viewed not as the *target* of development but as the **generator and sustainer** of development.

7.4.3 INTEGRATED DEVELOPMENT PROJECTS

The design, implementation and monitoring of integrated development projects has long been a challenge to a government, which is structured departmentally. Government has a commitment to integrated development, particularly in the neediest areas that are the focus of the URP and the ISRDP.

The government should not invite people to come and live in houses unless there is not only water and electricity but access to schooling, health care, transport, welfare services, workshops and everything else, which comprises integrated urban living. If it cannot be available immediately, the people should be told in advance when it is coming and given practical advice about what they can do in the meantime. A check

list - with space to indicate how and where they will be provided and by whom and when - can also be a prompt to optimise synergies by creating multi-purpose centres, combining sports fields and schools. A lot of time and money is wasted by creating separate facilities that diminish, rather than foster, integration.

Annexure 7.3 illustrates how four integrated development projects (e.g. sports facility, urban agriculture, multi-purpose centre and abattoir/tannery/leather manufacturing) could be achieved through the involvement of national and provincial departments, local authorities, parastatals, civil society and the private sector.

This function involves first rooting development within verified community or area needs and then weaving a viable and sustainable integrated network / fabric by using resources, projects, services, interventions and initiatives that are provided from a wide variety of sources. This requires independent facilitation combined with the enthusiastic involvement of participating agencies.

The following nine (9) steps are recommended towards integrated development:

- Make the prime object the prosperity and improved well-being of society, through the creation of integrated projects;
- Root the project in the society that has been chosen. They should be involved from the beginning;
- Recognise what is needed for prosperity and where the resources can be found;
- Create a structure that binds and co-ordinates the parties and which can outlive the project;
- Negotiate an integrated project package and programme;
- Ensure that someone has the job of co-ordinating the process;
- Oversee implementation of all elements, not just infrastructure;
- Monitor, evaluate and adjust to optimise effectiveness; and
- Celebrate the launch of an integrated project for a progressively integrated community.

7.5 MEASURING PERFORMANCE IN INTEGRATED DEVELOPMENT

How should the performance of initiatives like the URP and ISRDP and Project Consolidate be measured? If the objective were only to deliver goods and services, the measurement would be purely quantitative and relatively simple to achieve. If the objective were to be purely facilitative, the measurement could be in the numbers of facilitators (*e.g.* CDWs) placed, workshops attended and participants registered and in the extent to which particular projects have been accomplished. However, if the objective is to improve livelihoods, it is the quality and productivity of livelihoods that should be measured – requiring substantial **qualitative analysis** with quantitative components.

Qualitative analysis is an essential component of poverty alleviation. Thoughtful and long-term interventions demand it. Considering the magnitude of the government's investment in poverty alleviation and the policies of the Western Cape Government, in particular, it would be appropriate for the approach to be structured with **scientifically measurable targets** complemented by a scientifically structured monitoring and evaluation programme.

There is a substantial volume of data on each of the three Western Cape ISRDP and URP nodes, although there is a relative lack of qualitative data on Mitchell's Plain. This material / data provides a reference point for engaging with communities, but it should be augmented by the substantive and qualitative inputs of community members and of officials and NGO personnel who serve the community. Something as simple as a SWOT (strengths, weaknesses, opportunities and threats) analysis could be illuminating. Furthermore, its technique could be learned by Ward Committee members and then easily implemented by street committees, church groups and sports clubs. The feedback would comprise a tapestry that illustrates community circumstances and would constitute a real community investment in the foundation of an integrated development process. The next step would be to engage a broader group of resource providers, probably on a nodal level, who could respond catalytically to the analysis that is presented to them. From this would emerge many opportunities for creating real changes in people's lives and in the welfare of the community as a whole. A programme would be prepared based upon priorities and

available resources and some of its components would be translated into clearly defined departmental initiatives for particular spheres of government.

It would be advantageous if academic institutions could be encouraged to address this issue for the government so that appropriate and measurable targets are set – for individual projects and programmes and for nodes and communities to have achieved by the end of the URP and ISRDP in 2011.

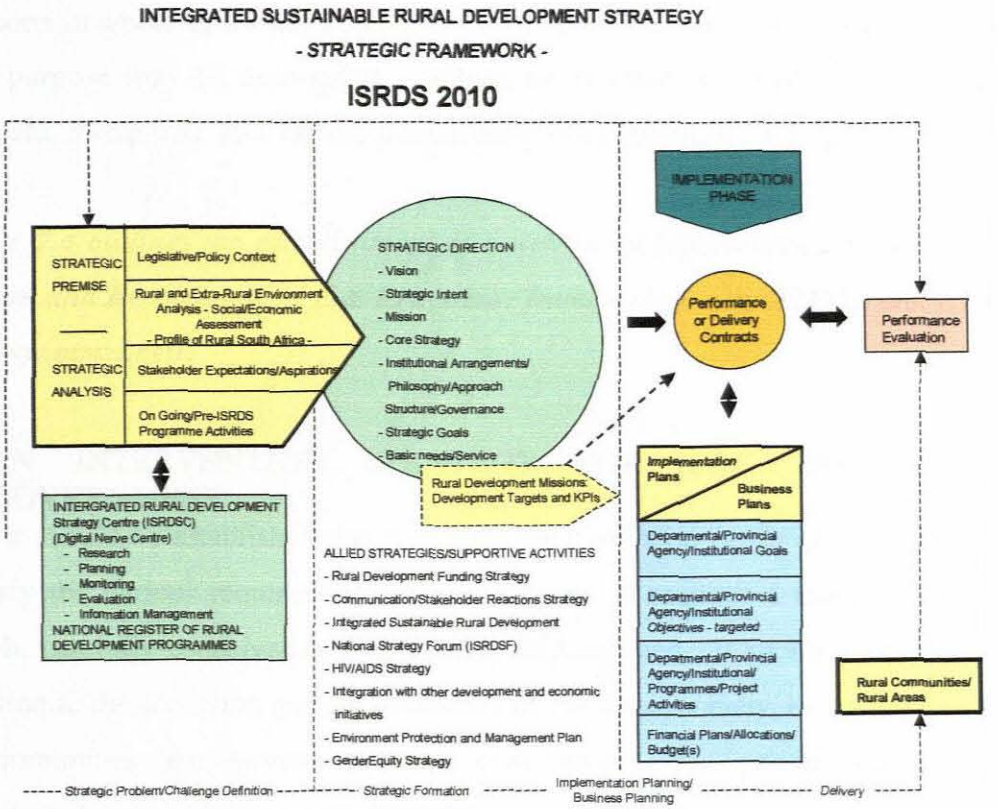
The ISRDP and the URP have a ten-year life span and 2006 marks the mid-term thereof. The figure below reflects the strategic framework within which these programmes should be monitored and evaluated. The Monitoring and Evaluation framework for Government's Programme of Action, as adopted by Cabinet in 2004, will be used as an important basis for a detailed element on the ISRDP / URP.

The process of finalising the national Monitoring, Evaluation and Reporting Framework is still underway and will include the following aspects:

- Performance indicators at a local and aggregate levels;
- Baseline data;
- Impact assessment; and
- Reporting guidelines – periodic reports and on-line data.

(South Africa, 2005: 12).

Figure 7.1: ISRDS strategic framework



(South Africa, 2000: 23).

A detailed medium-term review is scheduled to be undertaken in 2006. This will entail a detailed assessment of the developmental path of the programmes and, where necessary, propose interventions that will ensure that the set development targets are met. It is anticipated that this will bring to the fore current challenges with definitions, frequency of censuses and credibility of data in general *(South Africa, 2005: 13).*

A monitoring and evaluation system should be developed for the Presidential Nodes, and this should be co-ordinated with the national M & E system that is being developed. The responsibility for implementing, financing and reporting upon the Provincial Government's investment in terms of projects in the nodes, vests in the Departments. To combine and present diverse data requires a central co-ordinating and synthesising function. The most efficient way to achieve this would be through

an Information Technology (IT) network – probably a web-based system that enables (and requires) departments to input and update their own data and for other parties to draw reports in whatever format would suit their needs. The use of the Cape Gateway for this purpose may be appropriate – otherwise alternatives should be explored, which could, if required, also capture the activities in the nodes by other parties.

Annexure 7.4 outlines the establishment of a web-based Information, Monitoring, Evaluation and Reporting (I M E & R) system / framework for the ISRDP and URP (http://www.pimss.net).

7.6 AN INTERVENTION STRATEGY FOR THE PROVINCIAL GOVERNMENT

A process should be established that will meet the livelihood needs of communities and satisfy the various requirements of government. It requires a **comprehensive approach**, carefully conceived and excellently implemented. It should make a real contribution to the education and empowerment of the whole society, by including not only communities and government, but civil society, the private sector, the community at large and international interests.

The following steps are recommended:

- That the Cabinet commit the Western Cape government to a **community-based, livelihoods-orientated approach** to poverty alleviation and under-development, which should be piloted in the URP and ISRDP nodes;
- That the principles and practices involved in this approach be instilled in all role-players through a sustained **communication and capacity-building programme**;
- That a comprehensive **web-based database** be established, if possible on the Cape Gateway, in which departments will be required to record their activities in the nodes and from which a variety of reports can be easily compiled;
- That **academic institutions** be invited to contribute to the design and monitoring of procedures for measuring performance in initiatives designed to alleviate poverty and reduce under-development in the nodes;
- That potential support agencies – particularly government, State-owned enterprises and parastatals, civil society / NGOs and national and international

development agencies – be canvassed to create a **support network** for each node, which will first seek agreement on a strategy that will be adopted;

- That within each node the agreed strategy be implemented by its support network through engagement with local communities and structures. This would eventually yield a **community-owned suite of prioritised initiatives**, which the support team would help to resource;
- That such initiatives be managed by suitably structured **project committees** with substantial community involvement;
- That the establishment of the **CDW programme** in the nodes by the Department of Local Government and Housing, although managed as a separate programme, be integrated with this process;
- That the contribution of the Western Cape Provincial Government to integrated development be made through its **departments**, which will be directly represented on support networks and involved in project committees;
- That PIDT comprises a dedicated Programme Management Team, consisting of the existing Programme Manager, as well as some officials on short-term secondment and an **Integrated Development Co-ordinating Committee** that would meet monthly and on which all departments are already represented; and
- That the Programme Management Team is responsible for co-ordinating and facilitating the achievement of the above.

Annexure 7.5 outlines the functions required for a community-based, livelihoods-orientated approach to poverty alleviation and under-development, which should be piloted in the ISRDP and URP nodes.

7.7 SUMMARY

The Provincial Government of the Western Cape is committed to the realisation of sustainable integrated development in both urban and rural areas. This requires that departmental functions become integrated and co-ordinated with those of local authorities and with community and private sector initiatives. This should, however, be achieved without detracting from the responsibilities and authorities of line function departments. To this end, the Provincial Integrated Development Team had been established in April 2004 to facilitate the achievement of provincial

commitments to integrated projects and to co-ordinate the design, implementation, monitoring, reporting and facilitating of such initiatives. After five months it became clear that the first attempt at structuring the PIDT has struck some major impediments and that a revised approach is required. It has been discovered that the ISRDP and URP were not the only initiatives with those kinds of objectives. There are other projects, structures and processes already within the Province that are meant to achieve integration – each with its own emphasis and slightly different agenda – and there are territories attached to them as well. It is apparent that the government wants to operate differently and, in particular, that it wants to deliver in an integrated manner to the poor. But there is little clarity about what this operating system should look like and by what means we should proceed from where we are.

However, owing to the fact the government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development, it will be proposed that a more practical process should be pilotted for the co-ordination of the urban and rural development programmes and the management of other developmental interventions in the ISRDP and URP nodes.

Therefore, the following 10 action steps are recommended towards the co-ordination of the urban and rural development programmes and management of other developmental interventions:

- Compilation of a **Provincial ISRDP and URP Workplan.** This will then result in the **nodal workplans**, which will define the role of each department in the node, based on nodal priorities / IDPs and projects. These plans will:
  - Assist in guiding the participation of Departments;
  - Assist in the budgeting for relevant priorities by Departments; and
  - Assist in monitoring the participation and contribution of each Department and sphere of government in nodal work.
- Review of the 2003 **ISRDP and URP Business Plans (3 – 5 year plans)** for *the Central Karoo, Khayelitsha and Mitchell's Plain Nodes.*
- Compilation of an **Intervention Matrix per Cluster** and the identification of **Sector plans.**

- Compilation of a **Provincial Programme of Action / Plan of Operations** that will include the following elements: activities, responsibility, timeframes, budgets, resources required, milestones and outcomes.
- To draft **guidelines for participation by Provincial Sector Departments** in the implementation of the ISRDP and URP.
- The establishment of a **Provincial Integrated Development Task Team (PIDTT)** via the provincial **Project Consolidate Committee / Structure.**
- The establishment of a provincial **web-based monitoring and evaluation framework** regarding the ISRDP and URP.
- The identification and designing of **integrated projects** across the three spheres of government in the development nodes.
- Compilation of a **Strategy for political involvement** and ensuring the sustained involvement of Political Champions.
- Ensure co-ordination, targeted investment, planning and budgeting alignment in support of municipal priorities within the ISRDP and URP development nodes.

Annexure 7.6 illustrates the process that is required for the co-ordination of the urban and rural development programmes and management of other developmental interventions, which should be adopted in the ISRDP and URP nodes. In Chapter Nine the construction of a normative model will be proposed, whilst detailed recommendations will be proposed in Chapter Ten.

Initiatives such as the Expanded Public Works Programme (EPWP), Community Development Workers (CDW's) and Project Consolidate (PC) are linked to the URP and ISRDP in the nodal areas and should, therefore, reinforce the relevant programmes.

Chapter Seven aimed to clearly illustrate that the ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach; to ensure that communities should be viewed not as the target of development, but as the generator and sustainer of development; to illustrate that government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development; and the necessity to design, cost, programme,

recommend and monitor integrated projects, to test them and to make recommendations on institutional arrangements for the implementation of integrated development in order to sustain delivery until 2010. In the next chapter, the focus is on the research methodology for the empirical study and analysis of results.

CHAPTER EIGHT
RESEARCH METHODOLOGY AND ANALYSIS OF RESULTS

8.1 INTRODUCTION

In the first chapter the problem to be researched was defined to explore perceptions of working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape. Research of this nature was deemed necessary in order to change current dysfunctional situations, policies and implementation procedures into functional entities in government.

In this chapter the research methodology used during the empirical survey will be explained. Secondly, the operationalisation of the questionnaire used for gathering the data needed for analysis and interpretation will also be discussed. Thirdly, the questionnaire data will be presented and explained. Finally, a summary will be provided.

8.2 OBJECTIVES OF THE STUDY

The main aim of this research project is to design a normative model, which could be presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures into functional entities.

The main objectives of this research are to:

- Focus on the necessity of practising sound political accountability through a developmental government approach;

- Ensure that the best possible approaches and methodologies, for the integration and co-ordination of government programmes for the benefit of previously disadvantaged rural and urban communities, are developed;
- Create an environment of sustainable socio-economic development through the ISRDP and URP in the fight against poverty;
- Illustrate that the ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach;
- Ensure that communities should be viewed as the generator and sustainer of development and not as the target of development;
- Illustrate how effective political championship will facilitate the achievement of inter-sphere and inter-sectoral planning, budgeting, implementation and co-operation;
- Compile a strategy for political involvement and ensure the sustained involvement of the Political Champions that would be essential in order for them to effectively support the three nodes in the Western Cape;
- Illustrate that government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development;
- Design, cost, programme, recommend and monitor integrated projects in order to test them and to make recommendations on institutional arrangements for implementation of an integrated developmental approach in order to sustain delivery until 2010; and
- Develop a normative model, which could be presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures into functional entities.

8.3 RESEARCH METHODOLOGY

The nature of this study has necessitated the researcher to provide a superficial overview of the research methodology (research design) that was used during the research process.

This section, as well as Chapter One, is divided into sub-sections comprising the literature search, the empirical survey, statistical analysis, interpretation of findings, articulation of findings and, in the case of this research project, design and proposal of a normative model to address the problem(s) posed in section 1.2. A number of

recommendations are made whereby the identified and described problem can be addressed, reduced or eliminated completely. The latter actions, namely the normative model and the recommendations, represent additions that were made by the researcher to the existing body of knowledge on the research topic. The literature search is explained below.

8.3.1 LITERATURE SEARCH

A study of relevant books, journal articles, academic papers, official reports, government policy, such as legislation and subordinate legislation, minutes of meetings and workshops, official publications and other policy documents, newspaper articles, unpublished research, other applicable published and unpublished material and the internet, comprises the literature.

A literature search was undertaken by the researcher to gain an understanding of the existing literature on the research topic and represents data stream one.

8.3.1.1 Extracting normative criteria from the literature

This step focuses and concretises the essence of what was found in the literature in a coherent and comprehensive description of selected normative criteria, as found in the literature. Such normative criteria are extracted from the literature, which indicates knowledge and understanding on the part of the researcher of the research topic, the research problem and other relevant matters.

8.3.2 EMPIRICAL SURVEY

An empirical survey constitutes a second data stream in a research project (data stream two). A research project is augmented by an empirical survey of a representative sample from a given research population, where the practical area, which pertains to the research, is investigated by various means of data collection, for example, a questionnaire.

8.3.2.1 Description of the research population

In order to determine the target population a list of chief directors', directors', municipal managers', as well as chief executive officers' or managing directors' posts at national government level, the provincial government of the Western Cape, the

municipalities in the Central Karoo and the City of Cape Town, as well as state-owned enterprises was obtained from the internet, provincial departments and the municipalities. The total target population was determined from the available documents mentioned above, a total of 159 posts, consisting of 50 chief directors' posts, 96 directors' posts, five (5) municipal managers' posts and eight (8) chief executive officers' or managing directors' posts. It was further decided in consultation with the statisticians to predetermine an expected response rate of 10% of the available posts, a total of 16 posts.

It has to be stated at this juncture that since the early stages of making contact with the various government institutions, a serious degree of negativity towards the research project was encountered at certain departments and also at the City of Cape Town by certain individuals.

The situation mentioned above was, however, not found at all institutions, as there were a number of senior officials at various other institutions who went out of their way to complete the questionnaire. A large number of the posts were, however, not filled at the time and the researcher was told that such posts are presently vacant, and that the previous incumbents had resigned, and that the posts would be advertised within the near future.

The following method of approaching the target population with the questionnaires were employed in order to effect the highest possible response rate. Questionnaires were e-mailed to selected contacts in the national government departments, which also form part of the national ISRDPTT and URF forums, as well as provincial departments in the Western Cape, who indicated their willingness to complete the questionnaires. Those institutions whose questionnaires were still outstanding were reminded by numerous telephone calls, e-mails and letters.

While not ideal, and because of time constraints, it was decided in consultation with the statisticians to commence the statistical analysis of the questionnaires after 32 responses had been received. This response figure indicates the achievement of a 21% overall response percentage in terms of the 159 posts originally identified. The research findings are based on 32 usable completed questionnaires from the

incumbents of a targeted 159 posts, consisting of six (6) questionnaires from the chief director post level from a possible 50 individuals on central and provincial government levels, 14 questionnaires from the director post level out of a possible 91 individuals on central and provincial government levels, eight (8) questionnaires from the municipal manager and director post levels from a possible 10 individuals on municipal level and four (4) questionnaires from the chief executive officer or managing director post levels out of a possible eight (8) individuals at state-owned enterprises.

With the assistance of statisticians of the Cape Peninsula University of Technology, who used the computer programme "Simstat" to process the collected data and to generate the various statistical results, the relative values pertaining to the set statements that emerged from the survey were transferred in codified form to the computer database.

8.4 QUESTIONNAIRE STRUCTURE AND DESIGN

With regard to the design of the questionnaire it was decided to have it structured as far as possible with only two open-ended statements. The sequencing of the statements was also of importance as starting the questionnaire with sensitive statements may stop the respondent before he or she has even started and resulted in an extremely poor response rate.

The design stage of a questionnaire is a complex task and many revisions in length, content and wording are usually required before the researcher is satisfied that the questionnaire will gather the desired data.

In survey research both **structured** (also called closed) questions and **open-ended** (also called unstructured or free response) **questions** may be used. However, in order to facilitate the response rate and the analysis of the returned questionnaires, it was regarded as advisable to use structured questions as they are more economical and less time-consuming to administer. Whilst, open-ended questions require the respondent to write down a response word for word. They are time-consuming, uneconomical and usually result in respondent fatigue setting in as they require considerable thinking and thus have a demotivating effect which often results in a poor response rate. The use therefore should be kept to a minimum although they may provide the researcher with

insight into the situation being researched not usually obtainable with structured questions *(Marais et al, 1992: 45)*.

The questionnaire was finalised after meetings with the study co-supervisor and statisticians. The end result of these efforts culminated in a document that was presented to potential respondents in selected departments of the national government and provincial government of the Western Cape, municipalities in the Central Karoo and the City of Cape Town, as well as State-Owned Enterprises.

In the design and structure of the questionnaire, two concepts were introduced, namely independent variables and dependent variables.

Independent variables are the presumed cause or variable that takes place first. In experimentation, the manipulated variable is the independent variable. It is under the direct control of the researcher, who may vary it in any way desired. The independent variables are the conditions or characteristics that the researcher manipulates in his attempt to ascertain their relationship to observed phenomena *(Babbie, 1992: 238, G4; Marais et al, 1992: 132)*. For the purposes of this study the independent variables of the questionnaire were determined to be the biographical details of the respondents, for example present post level, sphere of government employed in (national, provincial, local or state-owned enterprises), age and language groups, as well as gender.

Dependent variables, are those variables that may have the presumed effect, or that which takes place second. The variable to which subjects will be asked to respond is called a dependent variable and its effect depends upon the presence, absence, or quantity of the independent variable *(Babbie, 1992: 238, G3; Marais et al, 1992: 132)*. For the purposes of this study the dependent variables were determined as the attitudinal responses to aspects that were included in the questionnaire in the form of thirty-three statements. In terms of this description, the questionnaire was divided into two main sections:

- **Section A**, (independent variables) requesting biographical particulars, containing information on present post level, sphere of government employed in (national, provincial, local or state-owned enterprises), age and language groups, as well as gender.

- **Section B** (dependent variables), pertaining to attitudes. Section B was divided into thirty-three basic statements and two open-ended questions (see questionnaire attached).

The measuring instrument decided upon, namely the five-point Likert scale of response was employed in consultation with the statisticians. According to this method a person's attitude score is the sum of his individual ratings. The opinion per statement to be tested is rated on a five-point Likert scale and was adapted for the dependent variable statements as follows:

Rating value

1 = Strongly disagree;

2 = Disagree;

3 = Undecided;

4 = Agree; and

5 = Strongly agree.

(Babbie, 1992: 180, G5).

8.5 ANALYSIS OF THE RESULTS OF THE EMPIRICAL SURVEY

Descriptive statistics is a type of research that is primarily concerned with the nature and degree of existing situations or conditions. The purpose is to describe rather than to judge or interpret. This is explained in the paragraphs that follow.

- **The mean**

The mean is a measure of central tendency found by adding all scores and deviding by the number of scores. The mean provides a score that each case would have if the variable was distributed equally among all observations *(Babbie, 1992: G5).*

- **The median**

Half of the responses were at or below the figure given. The term "median" refers to the precise centre of the ordered numerical array of given values *(Babbie, 1992: G5).*

- **Frequency distribution and the Pearson chi-square test**

A frequency distribution is a distribution that shows how many times a particular score appears. Use is made of class intervals. This indicates that the frequency is not determined by particular scores but by a number of scores regarded as a unit. The Pearson chi-square test is a test that measures the frequency distribution of the responses from the standpoint of a zero-hypothesis indicating differences in responses between certain groups as significant. The chi-square test determines the probability that observed and expected preferences, as indicated by the respondents, may differ. Any p-value above 0.05 indicates non-significant differences between the various groups' responses, and therefore general agreement between these groups in their responses to a particular statement *(Babbie, 1992: G3)*.

- **Skewness factor**

Skewness indicates the overall propensity of the respondents after all possible responses, and its frequencies, have been calculated by the frequency distribution method. A skewness of 0 indicates an overall average neutral response. Skewness refers to the shape of a distribution. A skewness of 0 indicates that distribution is symmetrical *(Ferreira, 1996: 300)*.

- **Analysis by explanatory variables**

Analysis by explanatory variables enables the researcher to arrive at conclusions based upon a comparative analysis by multi-dimensional cross-tabulation of the available data *(Ferreira, 1996: 300 – 301)*.

- **Dimensional cross-tabulation**

Dimensional cross-tabulation refers to the statistical cross-tabulation of two or more explanatory variables that are analysed in terms of their respective variable responses to given statements. In this research a minimum of a two-dimensional- and a maximum of a three-dimensional approach was followed with the analysis of given different statements of the questionnaire. Responses to selected statements were tested and compared against given independent variables *(Ferreira, 1996: 301)*.

8.6 INTERPRETATION OF THE FINDINGS OF THE STATISTICAL ANALYSIS

In terms of the nature of the objective with the empirical survey, namely to test the attitudes of senior managers at departments of the national government and provincial government of the Western Cape, municipalities in the Central Karoo and the City of Cape Town, as well as state-owned enterprises on working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape, the inherent subjectivity in attitude survey was realised and kept in mind during the analysis of the results. However, it is possible to measure subjective attitudes by using quantitative techniques, so that each individual's opinion can be represented by some numerical score.

It was assumed in the research that the measuring technique employed, namely a five-point Likert scale, would presuppose that a particular test item has the same meaning for all respondents, and thus a given response will be scored identically for everyone making it. Zimbardo-Ebbeson *(1969: 123 in Ferreira, 1996)* state that such assumptions may not always be justified, but that no measurement technique has as yet been developed which does not include them. In the following section the results of the mean, the median, the frequency distribution as well as the analysis by explanatory variables of the empirical research will be provided. After the description of the statistical findings of the empirical research, in the following chapter, those results that proved positive in terms of the initial assumptions will be utilised in the development of the proposed normative model.

Table 8.1 provides a diagrammatic illustration of the agree, undecided and disagree statistical analysis of the thirty-three statements per respondent.

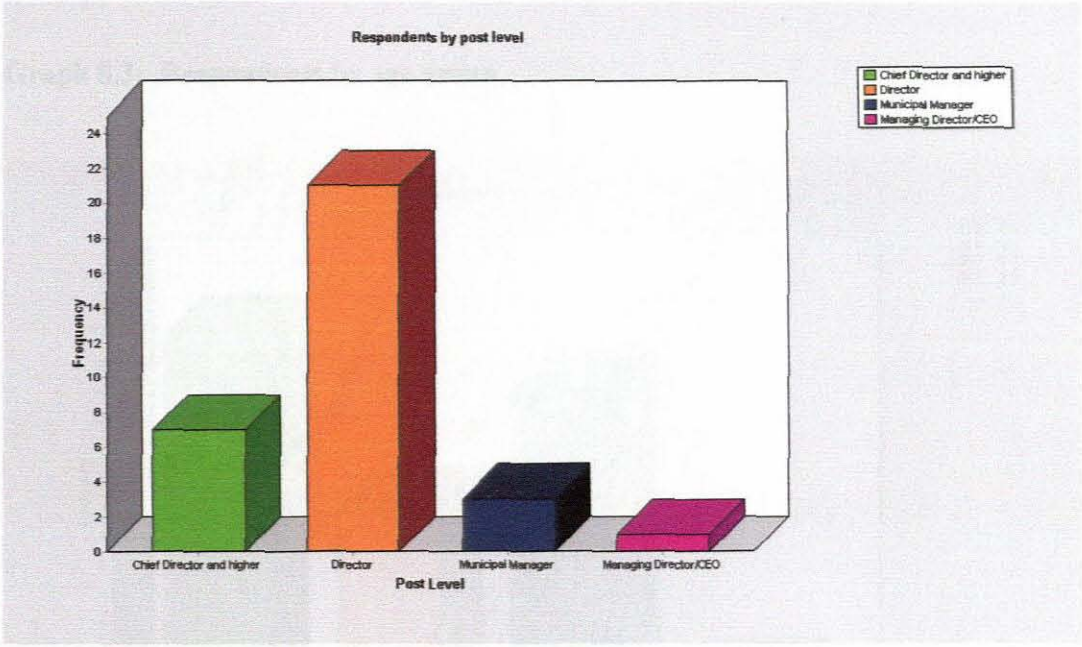
Table 8.1: Agree, undecided and disagree statistical analysis

Statement	Percentage (%)			Statement	Percentage (%)		
	Agree	Undecided	Disagree		Agree	Undecided	Disagree
S1	84.4	9.4	6.3	S18	81.3	15.6	3.1
S2	96.9	0.0	3.1	S19	87.5	12.5	0.0
S3	59.4	28.1	12.5	S20	100.0	0.0	0.0
S4	78.1	18.8	3.1	S21	59.4	31.3	9.4
S5	96.9	3.1	0.0	S22	65.6	31.3	3.1
S6	84.4	6.3	9.4	S23	43.8	15.6	40.6
S7	90.6	3.1	6.3	S24	81.3	12.5	6.3
S8	93.8	3.1	3.1	S25	59.4	34.4	6.3
S9	96.9	0.0	3.1	S26	93.8	3.1	3.1
S10	100.0	0.0	0.0	S27	28.1	21.9	50.0
S11	96.9	0.0	3.1	S28	96.9	0.0	3.1
S12	78.1	12.5	9.4	S29	87.5	9.4	3.1
S13	84.4	9.4	6.3	S30	78.1	18.8	3.1
S14	71.9	15.6	12.5	S31	53.1	28.1	18.8
S15	87.5	6.3	6.3	S32	34.4	37.5	28.1
S16	96.9	0.0	3.1	S33	71.9	15.6	12.5
S17	84.4	12.5	3.1				

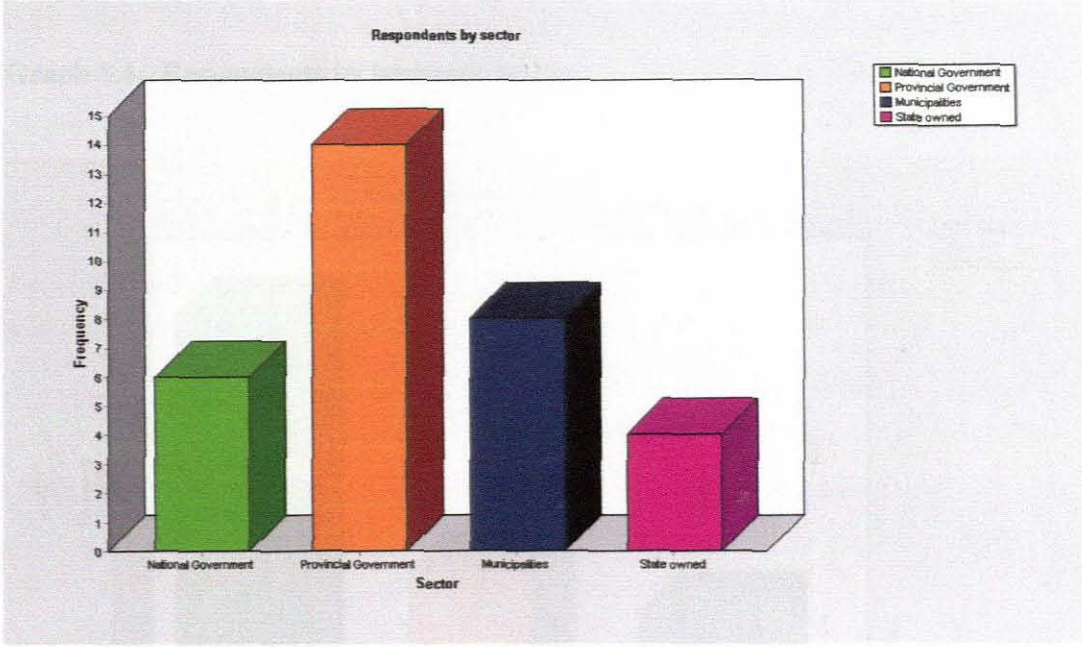
- **Descriptive analysis of explanatory variables**

In this analysis, the responses of the respondents in respect of the indicated statements of the questionnaire, are analysed in terms of variable explanatory variables, in this instance the independent variables. The variables chosen for this type of analysis are **post level, sector, age group, language group** and **gender**. The findings of the statistical analysis of each independent variable are as follows: ***Graphs 8.1 and 8.2*** illustrate that of all the questionnaires received, the post level of director respondents the most and in most of the cases they were from the provincial government departments of the Western Cape.

Graph 8.1: Respondents by post level



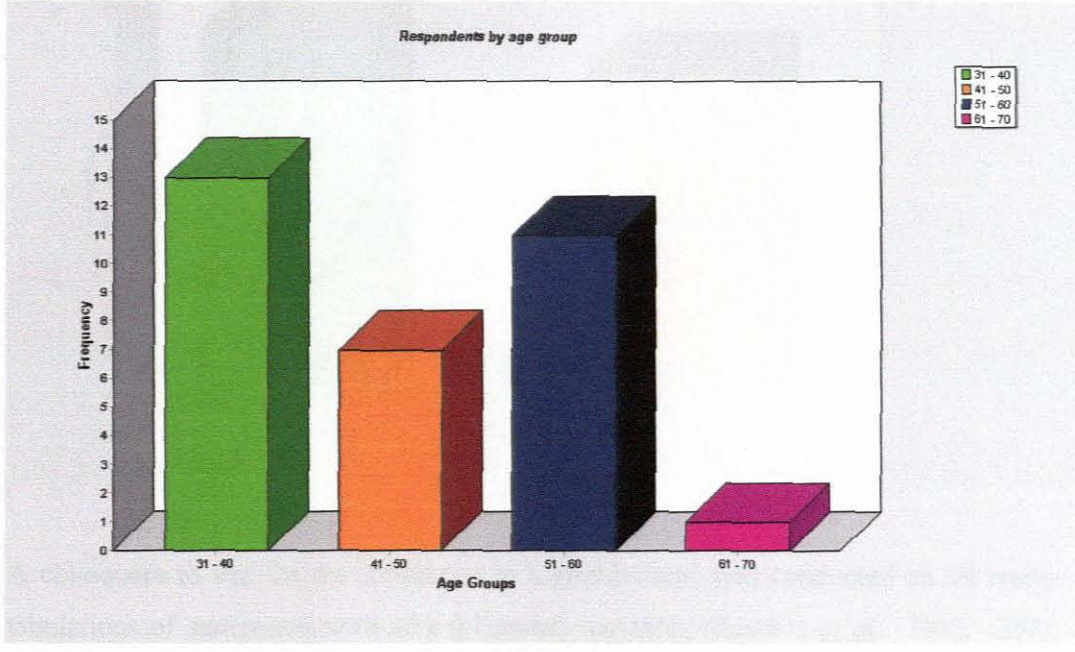
Graph 8.2: Respondents by sector



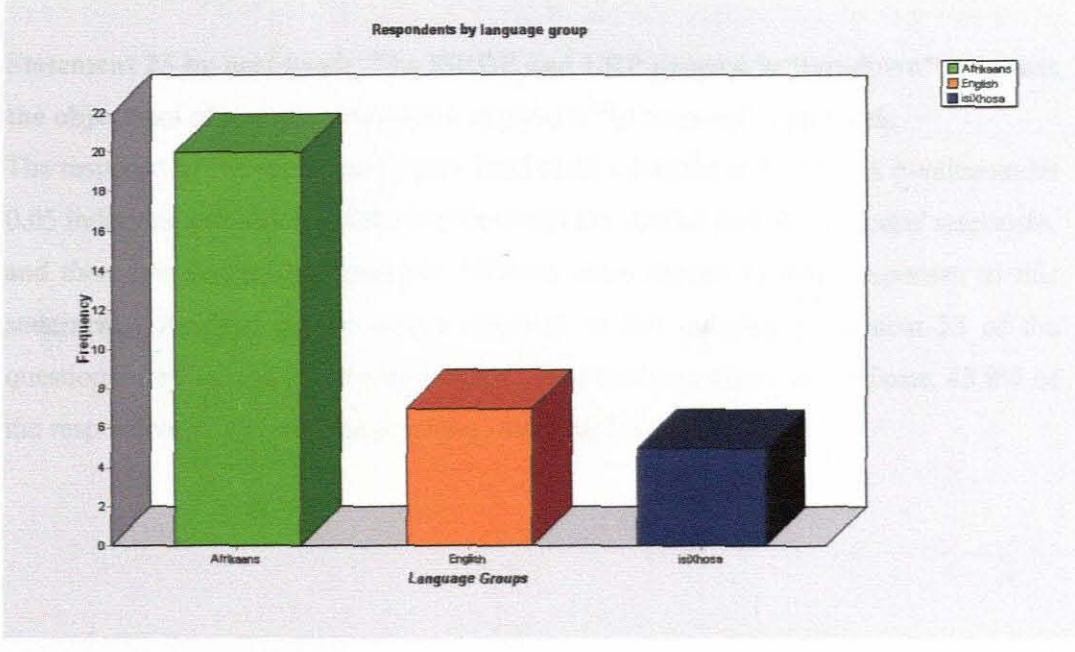
Graphs 8.3 and 8.4 and 8.5 illustrate that of all the questionnaires received, the age group of respondents between 31 to 40 respondents the most. More Afrikaans

speaking respondents completed the questionaire, whilst more males responded to the questionnaire.

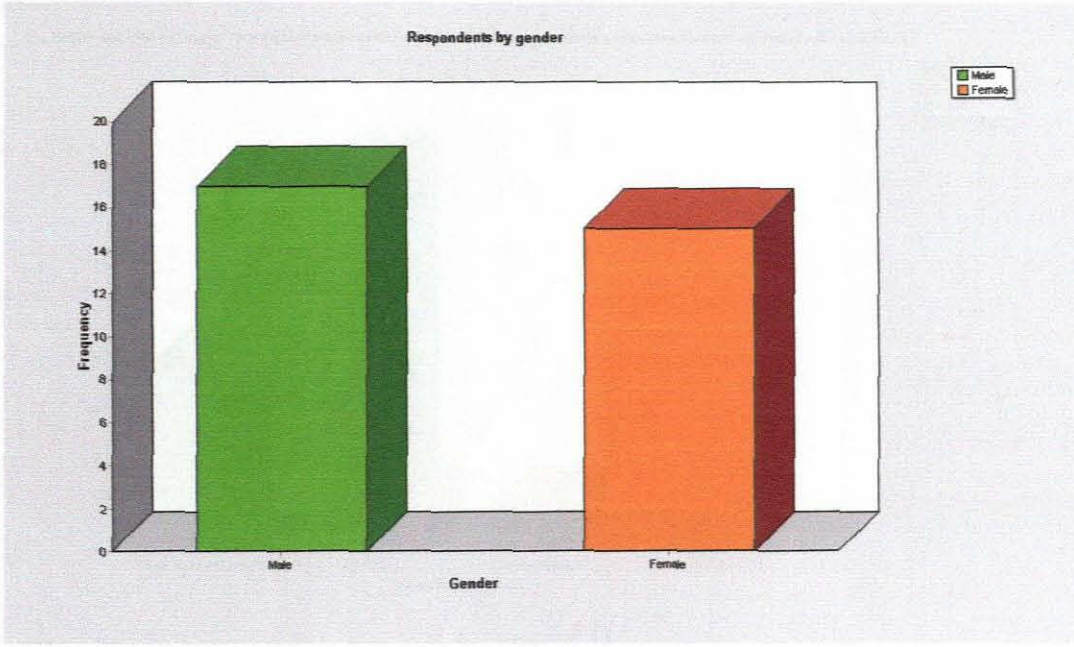
Graph 8.3: Respondents by age group



Graph 8.4: Respondents by language group



Graph 8.5: Respondents by gender

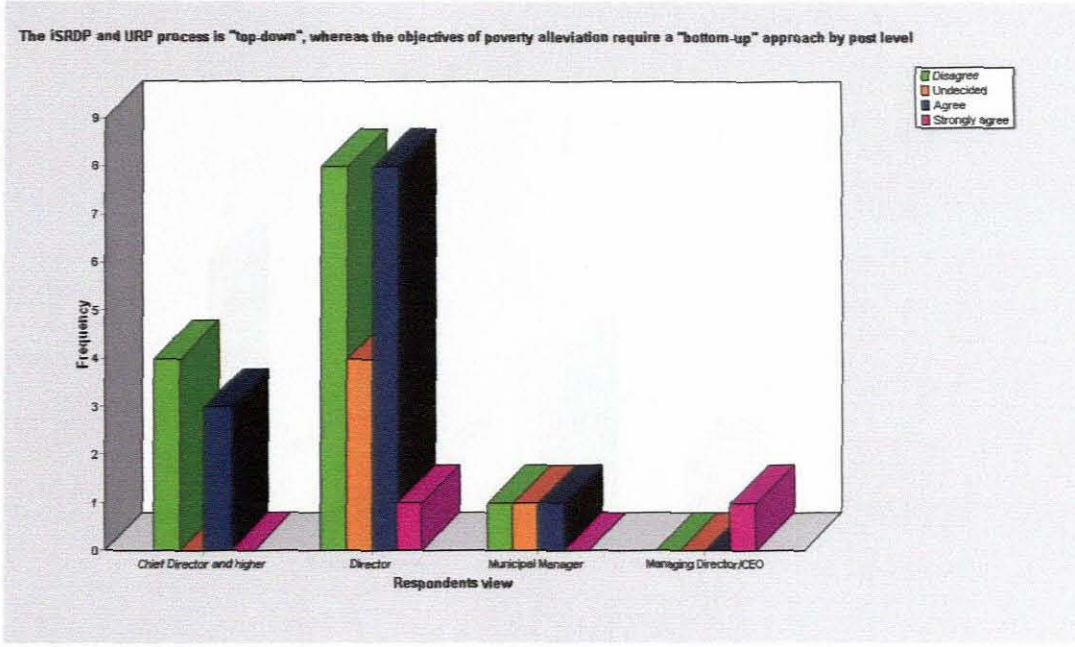


A chi-square to test for the difference in k populations, was conducted on all cross-tabulations of statements with all explanatory variables *(Sanders et al, 1985: 309)*. Statements 16, 17, 18, 21, 22, 23, 26, 27, 29 and 33 yielded p-values less than 0.05, thus these statements were regarded as important for the purpose of this study. See ***graphs 8.6 to 8.18.***

Statement 23 by post level: The ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach.

The response to this statement by post level yield a p-value of 0.0333. A p-value under 0.05 indicates a significant difference between the various post level groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 23 of the questionnaire) indicated that while 40.6% responded negatively to the issue, 43.8% of the respondents supported the principle (***See graph 8.6***).

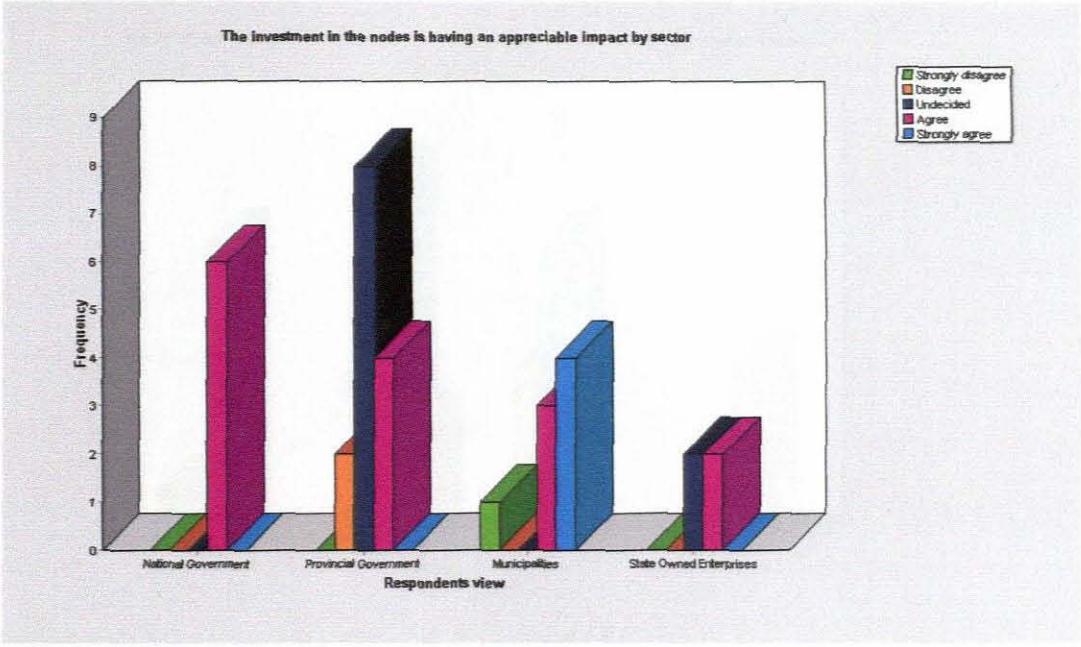
Graph 8.6: Statement 23 by post level: P-value of 0.0333



Statement 21 by sector: The investment in the nodes has an appreciable impact.

The response to this statement by sector yield a p-value of 0.0026, indicating a significant difference between the various sector groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 21 of the questionnaire) indicated that while 31.3% of the respondents were undecided, 59.4% responded positively to the issue (***See graph 8.7***).

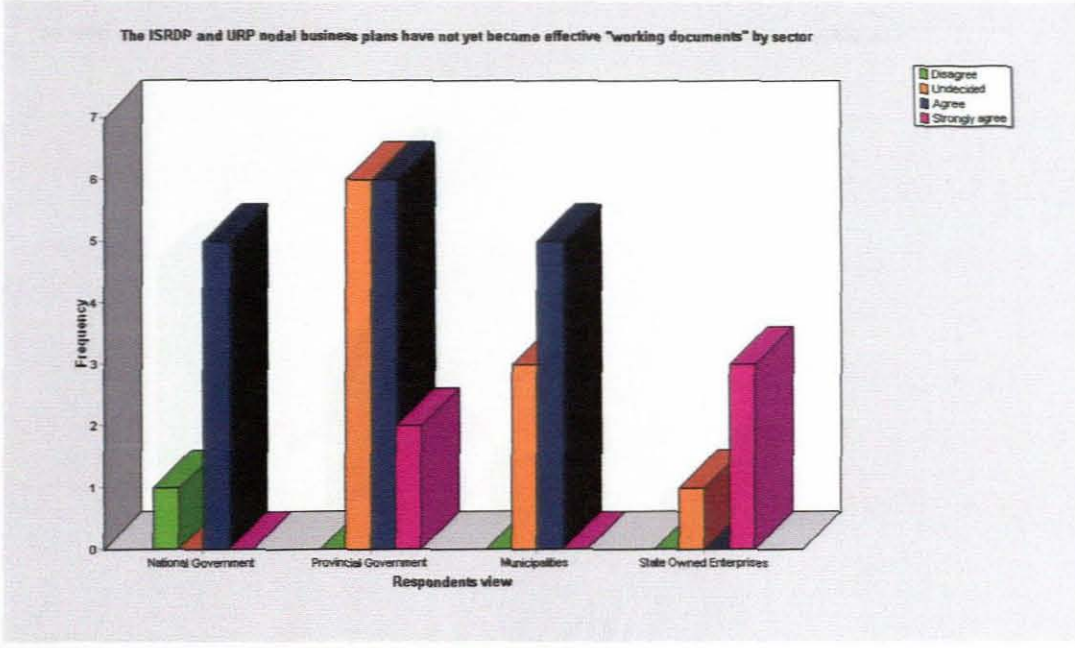
Graph 8.7: Statement 21 by sector: P-value of 0.0026



Statement 22 by sector: The ISRDP and URP nodal business plans have not yet become effective "working documents".

The response to this statement by sector yield a p-value of 0.0091, indicating a significant difference between the various sector groups' responses, and therefore general disagreement between these groups in their responses to this statement. According to the results of the statistical analysis (statement 22), 65.6% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 31.3% undecided factor (***See graph 8.8***).

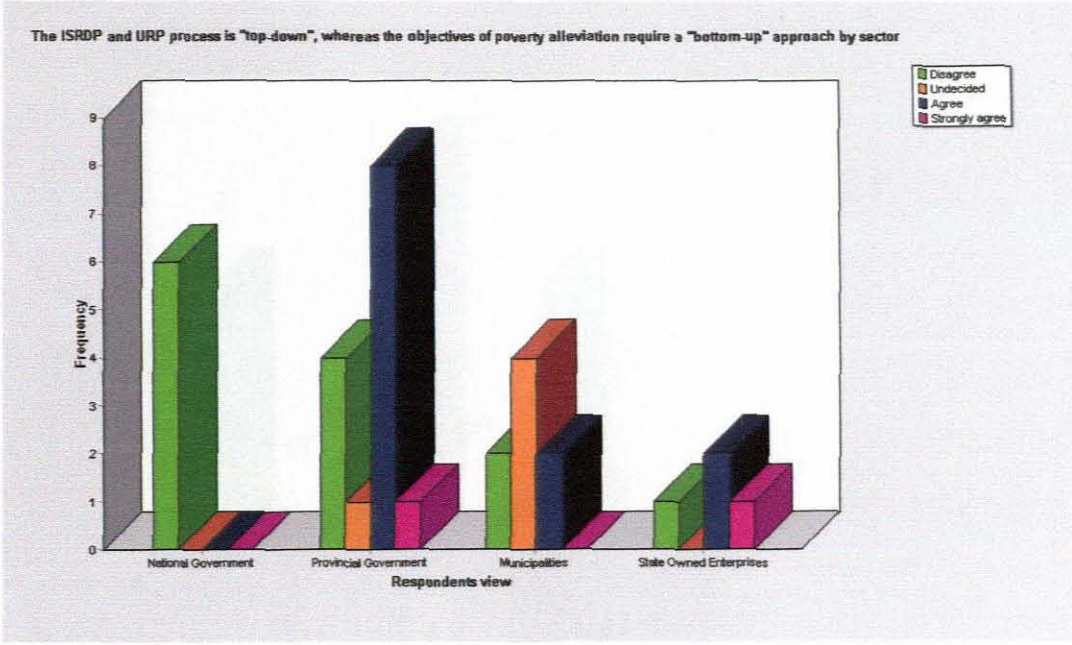
Graph 8.8: Statement 22 by sector: P-value of 0.0091



Statement 23 by sector: The ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach.

The response to this statement by sector yield a p-value of 0.0088, indicating a significant difference between the various sector groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 23 of the questionnaire) indicated that while 40.6% responded negatively to the issue, 43.8% of the respondents supported the principle (***See graph 8.9***).

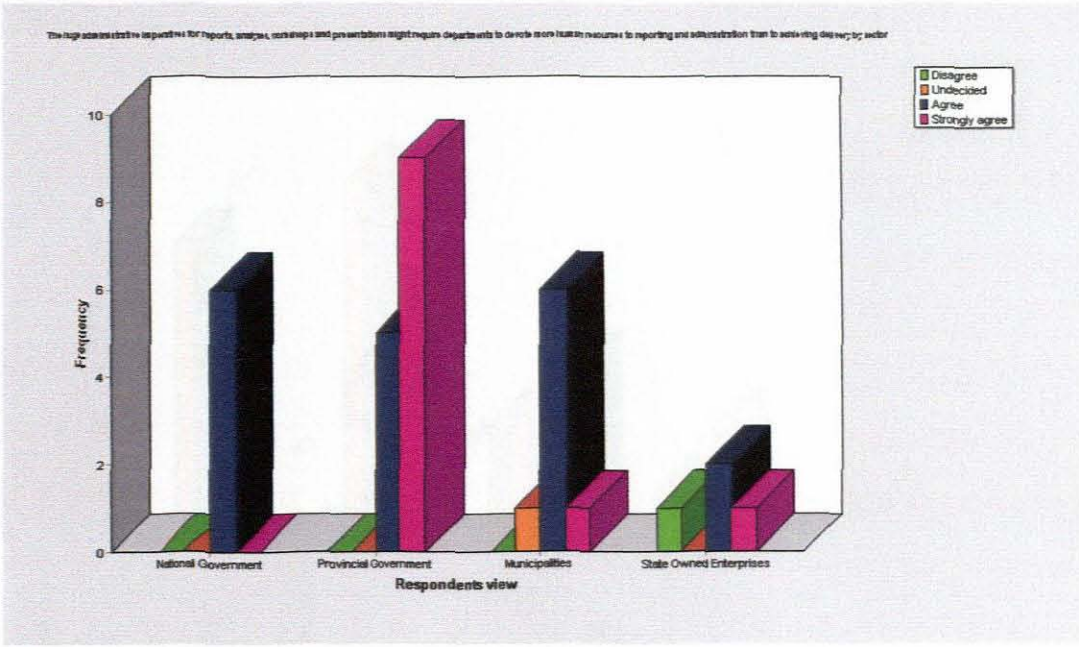
Graph 8.9: Statement 23 by sector: P-value of 0.0088



Statement 26 by sector: The huge administrative imperatives for reports, analyses, workshops and presentations may require departments to devote more human resources to reporting and administration than to achieving delivery.

The response to this statement by sector yield a p-value of 0.0162, indicating a significant difference between the various sector groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 26 of the questionnaire) indicated that while 3.1% of the respondents were undecided, 93.8% responded positively to the issue (***See graph 8.10***).

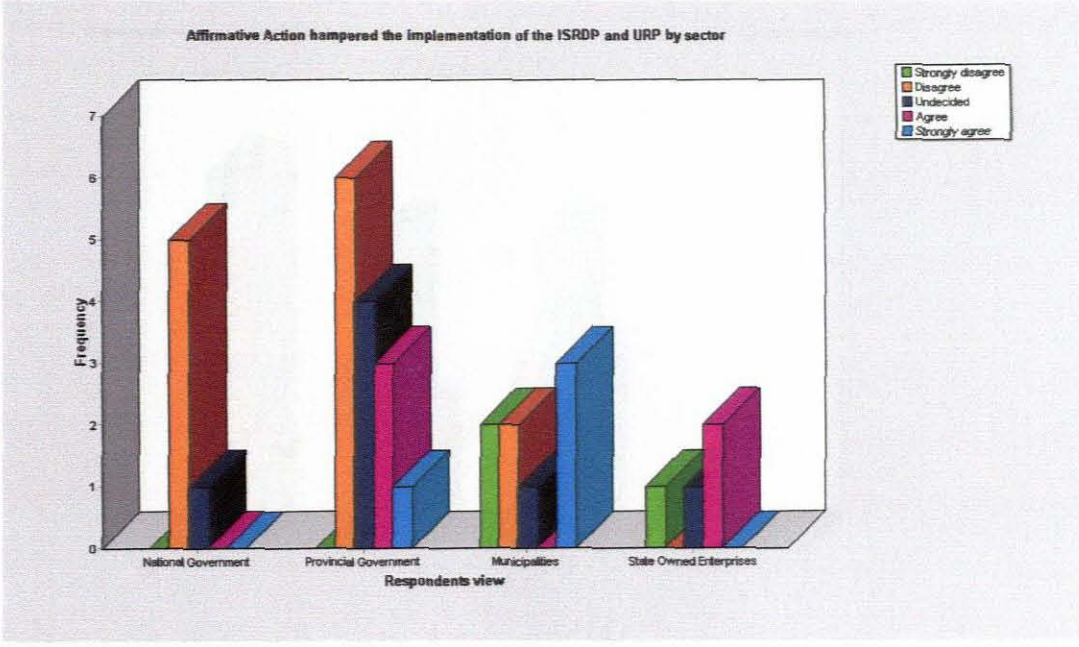
Graph 8.10: Statement 26 by sector: P-value of 0.0162



Statement 27 by sector: Affirmative action hampered the implementation of the ISRDP and URP.

The response to this statement by sector yield a p-value of 0.0422, indicating a significant difference between the various sector groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 27 of the questionnaire) indicated that while 21.9% of the respondents were undecided, 50.0% responded negatively to the issue (***See graph 8.11***).

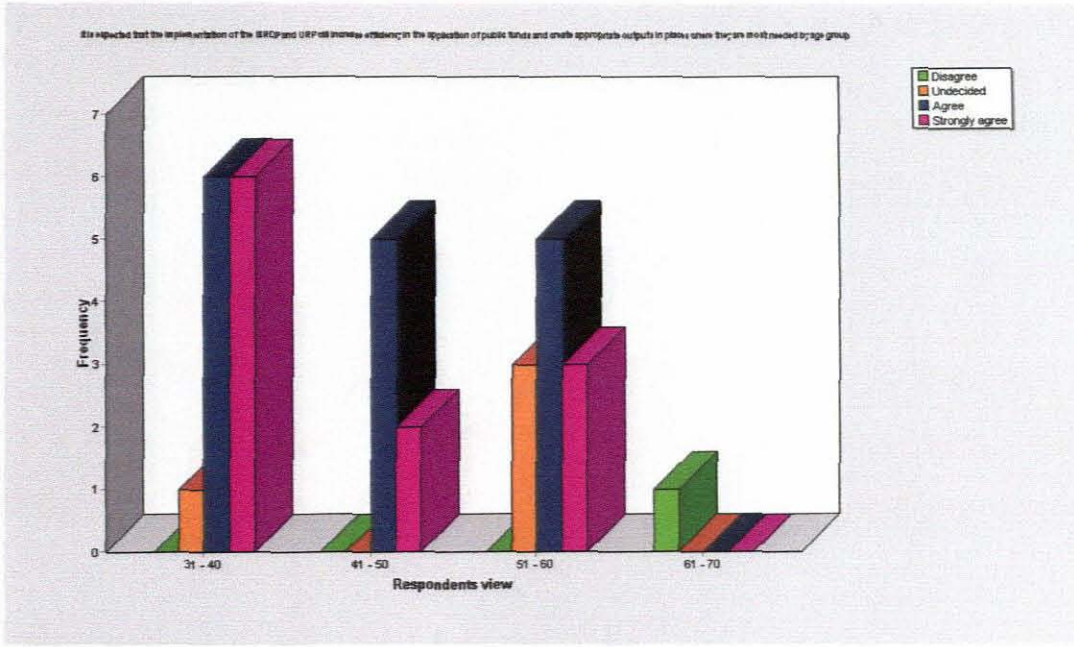
Graph 8.11: Statement 27 by sector: P-value of 0.0422



Statement 17 by age group: It is expected that the implementation of the ISRDP and URP will increase efficiency in the application of public funds and create appropriate outputs in places where they are most needed.

The response to this statement by age group yield a p-value of 0.0000, indicating a significant difference between the various age groups' responses, and therefore general disagreement between these groups in their responses to this statement. According to the results of the statistical analysis (statement 17), 84.4% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 12.5% undecided factor (***See graph 8.12***).

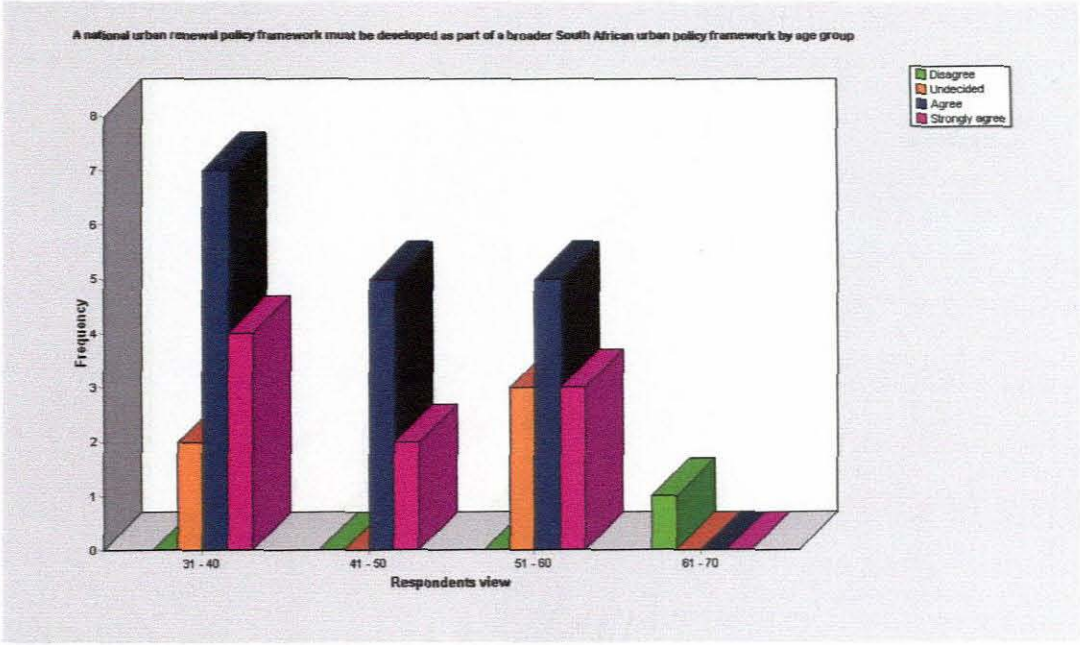
Graph 8.12: Statement 17 by age group: P-value of 0.0000



Statement 18 by age group: A national urban renewal policy framework should be developed as part of a broader South African urban policy framework.

The response to this statement by age group yield a p-value of 0.0001, indicating a significant difference between the various age groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this problem (statement 18 of the questionnaire) indicated that while 15.6% of the respondents were undecided, 81.3% of the respondents supported the statement (***See graph 8.13***).

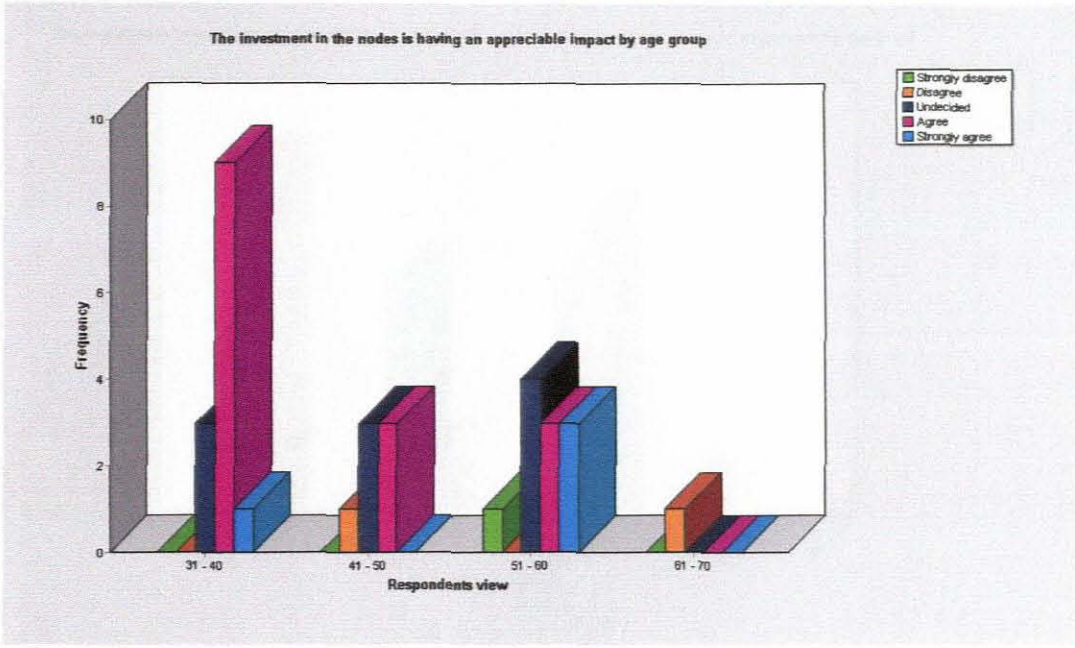
Graph 8.13: Statement 18 by age group: P-value of 0.0001



Statement 21 by age group: Investment in the nodes has an appreciable impact.

The response to this statement by age group yield a p-value of 0.0143, indicating a significant difference between the various age groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 21 of the questionnaire) indicated that while 31.3% of the respondents were undecided, 59.4% responded positively to the issue (***See graph 8.14***).

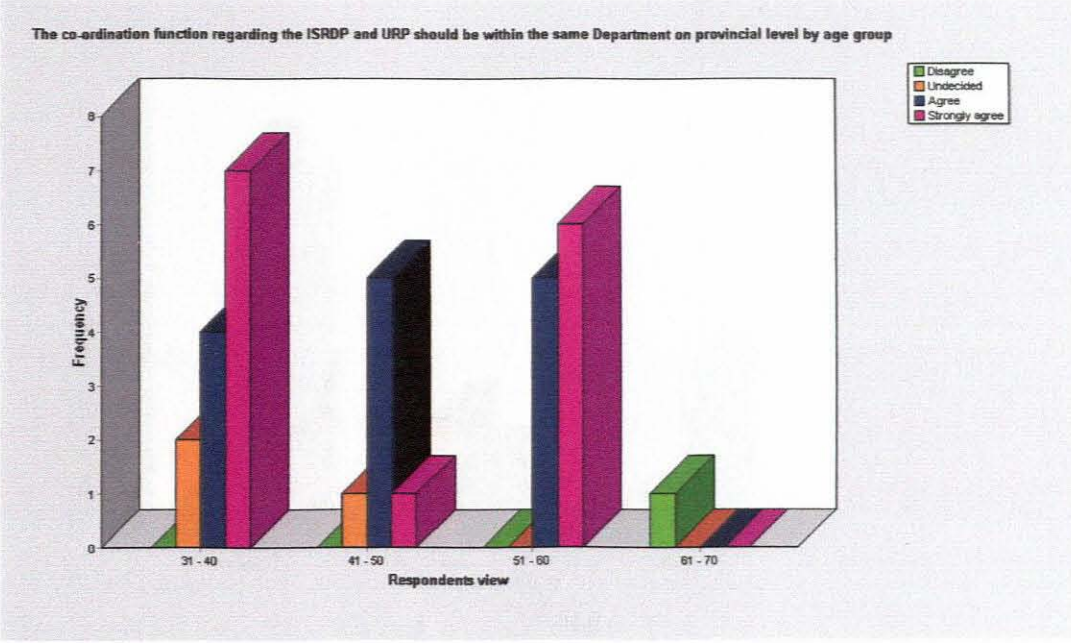
Graph 8.14: Statement 21 by age group: P-value of 0.0143



Statement 29 by age group: The co-ordination function regarding the ISRDP and URP should be within the same Department on a provincial level.

The response to this statement by age group yield a p-value of 0.0000, indicating a significant difference between the various age groups' responses, and therefore general disagreement between these groups in their responses to this statement. According to the results of the statistical analysis (statement 29), 87.5% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 9.4% undecided factor (***See graph 8.15***).

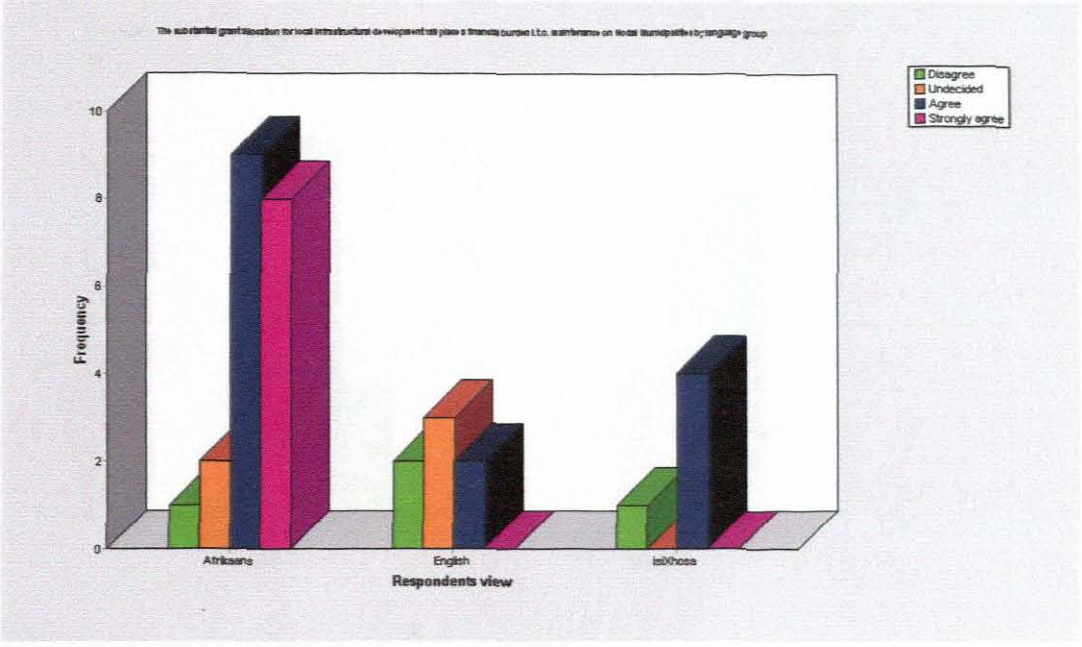
Graph 8.15: Statement 29 by age group: P-value of 0.0000



Statement 33 by language group: The substantial grant allocation for local infrastructural development will place a financial burden, on Nodal Municipalities in terms of maintenance.

The response to this statement by language group yield a p-value of 0.0349, indicating a significant difference between the various language groups' responses, and therefore general disagreement between these groups in their responses to this statement. According to the results of the statistical analysis (statement 33), 71.9% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 15.6% undecided factor (***See graph 8.16***).

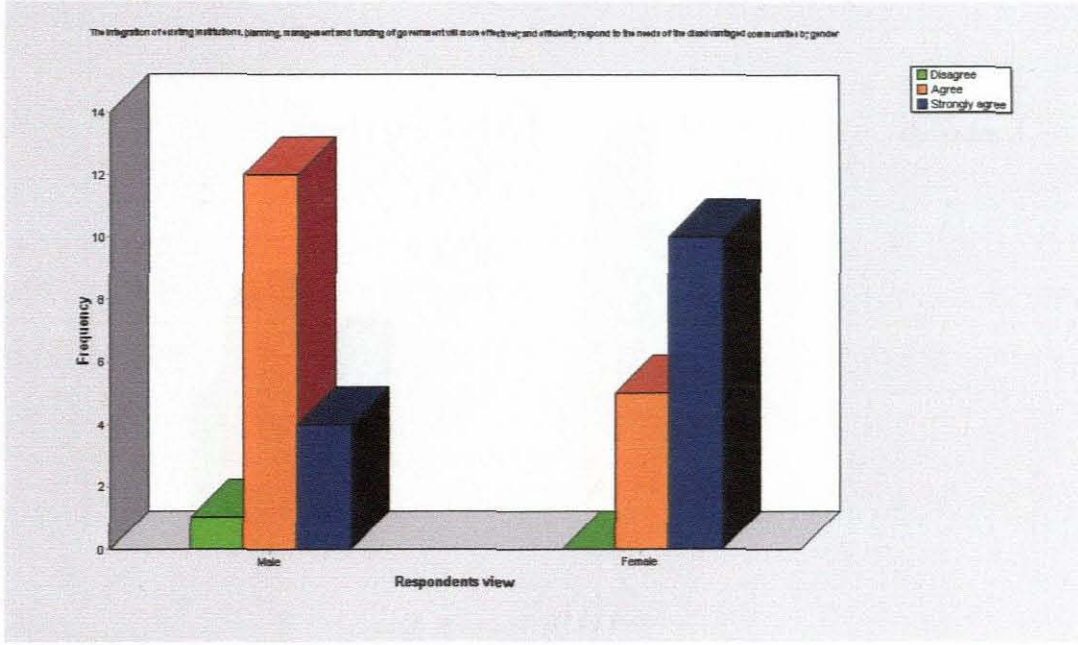
Graph 8.16: Statement 33 by language group: P-value of 0.0349



Statement 16 by gender: The integration of existing institutions, such as planning, management and funding of government, will respond more effectively and efficiently to the needs of the disadvantaged communities.

The response to this statement by gender group yield a p-value of 0.0417, indicating a significant difference between the various gender groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 16 of the questionnaire) indicated that while only 3.1% responded negatively to the issue, 96.9% of the respondents supported the principle (***See graph 8.17***).

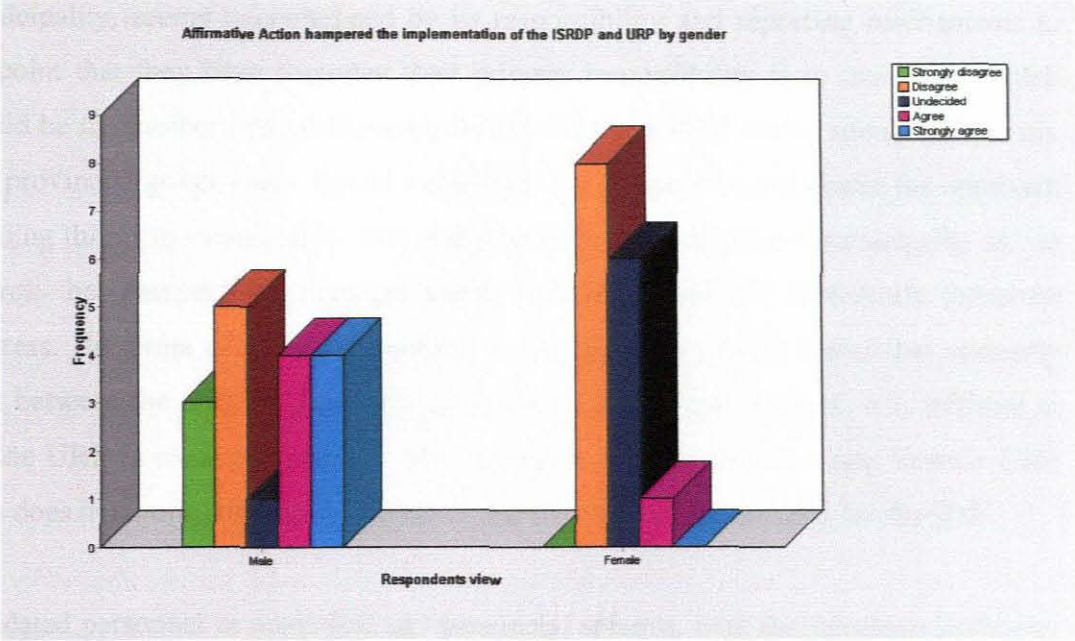
Graph 8.17: Statement 16 by gender: P-value of 0.0417



Statement 27 by gender: Affirmative action hampered the implementation of the ISRDP and URP.

The response to this statement by gender group yield a p-value of 0.0113, indicating a significant difference between the various gender groups' responses, and therefore general disagreement between these groups in their responses to this statement. Analysis of the survey response to this question (statement 27 of the questionnaire) indicated that while 21.9% of the respondents were undecided, 50.0% responded negatively to the issue (***See graph 8.18***).

Graph 8.18: Statement 27 by gender: P-value of 0.0113



Respondent's view with regard to the two open-ended questions (34 and 35), namely the experience of both the ISRDP in the Central Karoo Node and the URP in the Khayelitsha and Mitchell's Plain Nodes, as well as recommendations to be made to enhance successful implementation:

There is a dearth of appropriate capacity for implementation. Capacity building is essential and should have clear and measurable indicators. Accountability should be non-negotiable. Nothing should stand in the way of implementation and poor performance should result in dismissal (linked to clearly articulated performance management contracts). There is an inability to discern priorities from other less important actions and as a result things go undone for long periods. The political will should be capitalised and the provincial government should stop having meetings and get done proper work in the nodes. The province should be recognised for the virtual environment that it is. Municipalities are the only real environment and all provincial role-players should be measured according to local impacts achieved. It is time to get on with it.

Bureaucratic red tape can often choke all good intentions of a process, to death. With regard to the ISRDP, the driving district authority, the Central Karoo District Municipality, seems overwhelmed by its responsibility and reporting mechanisms to the point that they have forgotten their primary responsibility is to their IDP, which should be the mother body that encapsulates what the ISRDP status should deliver on. The provincial government should assist with the perspective and foster the approach of doing things in manageable "bite size chunks" to ensure a local municipality is: in control; has perspective; manages transfer of skills; and can confidently report on progress. In terms of the given number of engagements or task teams that currently exist between the City of Cape Town and the provincial government, it is difficult to see the URP in clear perspective. The feeling is that the City of Cape Town's URP team does not work with, or in context of, the City's team responsible for the IDP.

Dedicated personnel at municipal and provincial spheres, with the necessary authority to influence planning and budgeting processes at their respective organisations are needed. Capacity building is needed in the local government sphere to deal with programmes of this magnitude. Where you deal with a metropolitan municipality, special attention needs to be given to co-operation by the various municipal departments in an integrated process.

The government are spending millions on capital projects that are definitely helping to improve the quality of life of the people, but unemployment is not taken care of and the maintenance of these capital assets places a huge burden on local municipalities.

The planning of these two programmes could have been better. Needs analysis and setting of well defined goals were required. These programmes should have been budgeted for. By re-allocating existing programme funding to the nodal municipalities, other needs are ignored. The principles of the PSDF and NSDF are being compromised with regard to the ISRDP.

Consideration should also be given to the relationship between disaster risk management planning and other development planning and the way in which these linkages can be affected. In the past, development programmes were not assessed in the context of disasters. For municipalities to be successful, disaster mitigation relies

on being built into existing and ongoing development projects at every stage of the project management process. Furthermore, there is also a need to design disaster recovery programmes with long-term development needs in mind.

8.7 ARTICULATION OF THE FINDINGS OF THE STATISTICAL ANALYSIS

It must be emphasised that the results of the empirical survey done for this study do not purport to represent the opinions of all the officials and senior managers of the three spheres of government, as well as the state-owned enterprises of South Africa. The analysis is regarded as valid only in respect of those who responded and their responses could not, for the purposes of this research, be disregarded.

In spite of the aforegoing the findings of the empirical survey have shown that the concept of working partnership is predominantly supported and accepted by the respondents. However, an overwhelming positive response was found in terms of certain facets of increasing the quality of life for all population groups with reference to turban and rural development in the Western Cape.

In general, the questionnaire has illustrated the following:

- More Afrikaans speaking respondents completed the questionnaire;
- In general, the Afrikaans speaking respondents were in agreement with the programmes implemented by government, whilst the English and Xhosa language groups disagree with it;
- With regard to gender, males agree or disagree with the statements, whilst females were undecided; and
- In most of the cases, respondents agree with the statements made in the questionnaire.

The results of the empirical survey serves to motivate the researcher to continue with the development and proposal of a normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape.

8.8 SUMMARY

In this chapter the empirical survey of selected directors, chief directors and higher in national government departments and in provincial government departments in the Western Cape, directors and municipal managers at municipalities in the Central Karoo and at the City of Cape Town, as well as chief executive officers or managing directors at state-owned enterprises was explained and the results interpreted against the background of the original assumptions that served as motivation to commence with this study.

In the next chapter the various facets of model construction will be explained, and a normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape, will be proposed.

CHAPTER NINE
A NORMATIVE MODEL FOR A NEW CULTURE OF GOVERNANCE

9.1 INTRODUCTION

In this chapter information extracted during the literature search, as well as certain inferences made as a result of the empirical survey, will be used as points of departure for the design of a normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape.

The envisaged normative model will not purport to represent any existing method or methods for working partnerships in urban and rural development. Neither will it be used in a pejorative sense to disparage any existing approach to the research subject. Rather, the normative model will endeavour to expound a set of basic interventions for departure within a definite normative framework that could be utilised for the purpose of working partnerships in urban and rural development. This chapter should be seen as an attempt to illicit an approach to change current dysfunctional situations, policies and implementation procedures into functional entities.

In this chapter the concept of model construction will be briefly examined, whereafter examples of various models will be discussed. Finally, a normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape, will be proposed.

9.2 OVERVIEW OF MODEL THEORY

The basic criteria for the development of a normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape, is that the approach to change current dysfunctional situations, policies and implementation procedures into functional entities in government, as suggested in this research, should be found to be able to achieve, maintain and enhance the co-ordination and management of other developmental programmes or interventions with similar objectives as the ISRDP and URP.

According to Bobbit *et al (1978: 11)*, a model is a representation of reality accomplished by abstracting concepts from a situation and depicting the way in which the concepts are related. Furthermore, he also states that the choice of a particular model usually depends on the situation being analysed, as well as the answers being sought relative to the given situation *(Ferreira, 1996: 387)*. Bobbit *et al (1978: 12)* argues that the effectiveness of a model will depend on the following three factors, namely:

- Firstly, it will depend upon the validity of the model in representing reality;
- Secondly, the more the model contributes to the ease of analysis, the more valuable it will be; and
- Thirdly, an important test of the validity of a model is the predictive accuracy of the model *(Ferreira, 1996: 388)*.

9.3 EXAMPLES OF MODELS

Policy models are defined as simplified representations of selected aspects of a problem situation constructed for particular purposes. If practically applied, policy-making models can assist and facilitate description, explanation, understanding and planning of future policy initiatives. Historically, in public policy analysis, models fell into two categories, namely those which were appropriate for analysing the process of policy-making and those which were appropriate for analysing the content, results, impacts and likely consequences of policy. Models can clarify why a certain outcome has been achieved, been used to improve predictability, indicate who makes policy or how it is made. In some cases, models also attempt to describe and explain the total policy process (e.g. the systems model), while others only focus on one or

more stakeholders or approaches within that process (e.g. the institutional model) *(Cloete and Wissink, 2000: 30)*.

Models may be classified on the basis of how that particular model represents reality. Both the resource-dependence and the population-ecology models ignore goals and appear to run counter to the ***reality of actual decision making***. The ***goal-based approach*** does not make assumptions about the rationality involved in decision making, nor does it take the simplistic view that organisations are merely instruments that are designed to carry out goals. Rather, the approach adds goals back into the reasons that organisations act as they do. Goals are part of the culture of organisations and part of the mind-sets of decision makers. Organisations, like the individuals who compose them, are purposive creatures. The purposiveness can be overcome by external pressures, to be sure, and the organisation may die or have to drastically alter its operations *(Hall, 1999: 283)*. The importance of goals should be approached from another standpoint that argues that the idea of organisational goals is a reification or a case of "treating the goal as a superindividual entity having an existence and behaviour independent of the behaviour of its members" *(Hall, 1999: 284)*. The models that emphasise the ***environment*** are correct in pointing out the importance of the environment for the births and deaths of organisations. They are, however, abandoning the consideration of goals. It is now widely accepted that organisations have multiple and conflicting goals. This means that priorities among goals are problematic for organisations. Priorities are established by dominant coalitions within organisations *(Hall, 1999: 283)*. With regard to the environmental-based models, things happen around an organisation that cannot be foreseen. And there may be competing external pressures or internal issues that cannot be rationally resolved because of their clearly contradictory nature *(Hall, 1999: 284)*.

9.3.1 THE POPULATION – ECOLOGY MODEL

The population-ecology approach (or natural-selection model) "posits that environmental factors select those organisational characteristics that best fit the environment" *(Aldrich and Pfeffer, 1976: 79)*. This approach was a major orientation in consideration of organisational change and transformation. **Aldrich and Pfeffer** state that the model differs from Campbell's (1969) analysis of systemic evolution in that no assumption of progression is made. The natural-selection model does not

assume that changes are necessarily in the direction of more complex or better organisations. The direction of change in organisations is simply toward a better fit with the environment. According to Aldrich and Pfeffer, the population-ecology model does not deal with single organisational units but is instead concerned with forms or populations of organisations. Organisational forms that have the appropriate fit with the environment are selected over those that do not fit or fit less appropriately. They suggest that there are three stages in the natural-selection model, namely:

- Firstly, variations (planned or unplanned) occur in organisational forms;
- Secondly, once variations occurred, selection, is reached. The analogy here is with organic evolution, in which some mutations work and others do not. Organisational forms that fit are selected over those that do not; and
- Thirdly, retention. The forms that are selected are "preserved, duplicated or reproduced". Retention is accomplished, in the contemporary situation, through devices such as business schools that train future organisational managers and executives *(Hall, 1999: 275 – 276)*.

Organisational forms fill niches in the environment. Niches are "distinct combinations of resources and other constraints that are sufficient to support an organisational form". The notion of niches raise the fascinating possibility that there are unfilled niches "out there" waiting for the right organisational form. Research on niches has shown that narrow niches tend to support organisations that are specialised, whereas wider niches support more generalist organisations.

Aldrich and Pfeffer identify some problems with the population-ecology model. The sources of the original variations are not specified. Managerial processes within organisations are ignored. In as much as only the successful organisational forms will survive in the long run, the processes by which the fit between the organisation and the environment is achieved, are ignored. The model also has the problem of being analogous to economic theories that assume perfect competition, but this does not exist in almost all instances.

Van de Ven (1979) provides some additional criticisms of this model. He suggests that the notion of "fit" between the environment and organisations is unclear. This is interesting because effectiveness is scarcely mentioned in these modelling efforts.

This model also draws too heavily on analogies with biological systems. This biological analogy is ill-founded since it does not deal with human decisions and motives. Ethical problems are ignored and the whole process is viewed as inevitable. He also criticises the model because it downplays strategic choices that are made on behalf of organisations. There is another aspect of choice that is not considered in this model. Some federal agencies have been created as last-resort responses to socioeconomic or technological difficulties. These agencies surely fill a niche, though the niche is defined by governmental decision makers *(Hall, 1999: 276 – 277)*.

Young (1988, 1989) has also severely criticised this model, specifically because of its reliance on biological theory. He argues that the approach may be suited for only a narrow range of organisational phenomena.

There is an additional troublesome aspect of this model. Organisations are not inert masses, even though they seem so at times. Even organisations that are seemingly inert have an impact by their very inertia, but that is not the point. The point is that organisations do things. They transform inputs into outputs, while those outputs have an impact on society. Individuals, groups and other organisations respond to organisational outputs. People are harmed and benefited by organisational outputs. In this sense, people are the environment of organisations. Therefore, if people respond to organisations with support or opposition and if they have power or can influence power holders, the environment responds to organisations. The model tends to portray an environment as an unfeeling, uncaring condition in which organisations should operate rather than one filled with humans. The model removes power, conflict, disruption and social-class variables from the analysis of social processes *(Hall, 1999: 277)*.

These criticisms of this model are not intended to suggest that it has no utility. The model has utility primarily in two areas. As some sort of "ultimate test" of effectiveness, survival is a positive indication and organisational death a negative indication. The natural-selection model can, thus, give a historical perspective that other approaches do not. It does not work well, however, with large contemporary private and public organisations that are almost guaranteed survival for a short time

and even a medium length of time. The natural-selection model is also useful as a sensitising concept to the importance of environmental factors. If an organisation form is in a period of growth or decline, because of an expanding or a shrinking niche, any model should take that into consideration *(Hall, 1999: 278)*.

Population-ecology theorists are careful to note that their approach is concerned with organisational populations rather than with individual organisations. Unfortunately, many of the examples provided by theorists in support of the population-ecology approach have tended to focus on individual organisations. Part of the difficulty has been semantic and part has been owing to insufficient specification of the level of analysis being used. At the population-ecology level, the growth and decline of entire populations of organisations can be traced.

Finally, there is the community-ecology level. At this level, populations of organisations that exist together within the same region can be examined. According to **Astley** (1985), the community-population perspective permits an examination of similarities within a population of organisations and also permits analyses of between-population differences. Astley believes that a community-ecology perspective has room to allow factors such as opportunism and choice to be included in organisational analyses *(Hall, 1999: 278)*.

9.3.2 THE RESOURCE – DEPENDENCE MODEL

The population-ecology model downplays the role of organisational actors in determining the fate of organisations. There is an alternative model, the resource-dependence model, which brings organisational decisions and actions back into consideration *(Hall, 1999: 278)*.

The resource-dependence model has strong ties to what has been labelled the political-economy model of organisations and the dependence-exchange approach. The basic premise of this model is that decisions are made within organisations. These decisions are made within the internal political context of the organisation. The decisions deal with environmental conditions that are faced by the organisation. Another important aspect of the model is that organisations attempt to deal actively with the environment. Organisations will attempt to manipulate the environment to

their advantage. Rather than being passive recipients of environmental forces, as the population-ecology model implies, organisations will make strategic decisions about adapting to the environment. The role of management is vital in this process.

The model begins with the assumption that no organisation is able to generate all the various resources that it requires. Similarly, not every possible activity can be performed within an organisation to make it self-sustaining. Both of these conditions mean that organisations should be dependent on the environment for resources. Even seemingly self-sustaining organisations should recruit new members or they will cease to exist. The resources that are needed can be in the form of raw materials, finances, personnel, technological innovations or services or production operations that the organisation cannot or does not perform for itself. The sources of resources in the environment, are other organisations. The fact that resources are obtained from other organisations means that the resource-dependence model can be thought of as an interorganisational resource-dependence model. Since the model portrays the organisation as an active participant in its relationship with the environment, it also contains the idea that the administrators of organisations "manage their environments, as well as their organisations and the former activity may even be more important, than the latter". This is the institutional level of operations, in which the organisation is linked to the social structure by its top executives *(Hall, 1999: 279)*.

Both internal power arrangements and the demands of external groups are central to the decision-making process. The model does not include the idea of goals as part of the decision-making process. The model does deal with the selection process, which was central to the population-ecology model. Instead of viewing selection solely from the standpoint of the environment selecting appropriate organisational forms, this model considers the ways in which organisations interact with their environments to ensure that they survive and thrive. The emphasis on power within the organisation is necessary, since decisions are made in a political context. This model emphasises interunit power differentials and tends to ignore hierarchical power differences. Hierarchical power differences should be considered in any analysis of strategic choice, since such differences can override interunit power struggles *(Hall, 1999: 280)*.

According to **Aldrich and Pfeffer** (1976), there are three ways in which strategic choices are made about the environment, namely:

- Firstly, decision makers in organisations do have autonomy. The autonomy of the decision makers is reflected in the fact that more than one kind of decision can be made about the environmental niche being occupied – more than one kind of structure is suitable for given environments;
- Secondly, attempts to manipulate the environment itself. Organisations in the public sector seek to reduce their dependency on other organisations. It is also to an organisation's advantage to have other organisations dependent on it; and
- Thirdly, the fact that particular environmental conditions are perceived and evaluated differently by different people. Organisational actors define reality in terms of their own background and values. This may be illustrated in a large business firm that has executives who have homogeneous backgrounds, which permits them to have a great deal of trust in one another, since they will experience things in the same way and make the same kinds of decisions. The problem with homogeneity is that the single point of view may be unable to detect errors *(Hall, 1999: 281)*.

Aldrich and Pfeffer correctly note that there are limitations on the range of choices that are available to organisational decision makers. There may be legal and economic barriers that prevent an organisation from moving into a particular area. The final aspect of this model is the manner in which the retention of organisational forms take place. One such retention device is bureaucratisation, for example, the development of organisational policy, documentation and filing systems. Another retention device is the socialisation process. Persons who enter an organisation are continually socialised in formal and informal ways, with the result that "the culture of the organisation is transmitted to new members". Finally, the leadership structure of organisations tend to be consistent over time *(Hall, 1999: 282 – 283)*.

9.3.3 THE RATIONAL – CONTINGENCY MODEL

Goals and the environment are constraints for organisational decision making. As a way of combining important elements from the perspectives of multiple and

conflicting goals and environmental constraints, many analysts advocate the rational-contingency model *(Hall, 1999: 284)*.

The rational-contingency idea has been developed from contingency theory during the 1960's. In the 1970's the basic ideas were developed further. According to Donaldson, the contingency theory is a part of "normal science" and his strong advocacy of contingency theory is based on his conclusion that empirical evidence strongly supports its utility. According to Scott (1981: 114), contingency theory can be summarised as follows: *"The best way to organize depends on the nature of the environment to which the organization must relate"*. Contingency theory has been heavily criticised as being tautological, as well as not being a theory, since it does not explain why or how a best way to organise develops. In addition, the idea of a best way to organise for a particular environment ignores political considerations, such as demands for collective bargaining. Despite problems, contingency theory has become an important part of the literature on organisations. This importance has been questioned by Meyer, Tsui and Hinings (1993), who propose that a "configurational" approach be substituted for the contingency model and claim that this approach is more dynamic *(Hall, 1999: 285)*.

When the idea of contingency is added to the notion of rationality, the rational-contingency model is realised. Organisations are viewed as attempting to attain goals and deal with their environments, with the realisation that there is no one best way to do so. Langston implies that this can be interpreted in either a rational-contingency manner or as a Marxist, worker-controlled strategy.

The Marxist approach suffers from the same problems that afflict the rational-contingency perspective more generally in that although outcomes are intendedly rational, there is no guarantee that they will be so. Just as goals may not be achieved and the environment may not be effectively confronted, so may worker-control efforts and class wide rational actions be thwarted. Managers and directors cannot be assumed to be more rational and controlling in a Marxian analysis than they are in any other decision-making and implementation context. Nonetheless, as Pfeffer (1982) states, the Marxian perspective is more successful than other approaches in linking organisational properties to the broad sweep of history *(Hall, 1999: 285)*.

The rational-contingency model does not assume that rationality can necessarily be achieved, simply that it is attempted. Whether from a Marxist or a non-Marxist perspective, the rational-contingency model views organisational actions as the result of choices made among a set of goals in an environmental context of constraints and opportunities *(Anderson, 1994: 33; Hall, 1999: 286)*.

9.3.4 THE INSTITUTIONAL MODEL

The institutional model seeks to explain why organisations take the forms that they do. Much of the research here has been carried out in non-profit organisations with relatively indeterminate technologies. According to **DiMaggio and Powell** (1983), "institutional isomorphism" is now the dominant reason that such organisations assume the forms that they do. They also argue that Weber's original (1952, 1968) analysis of the driving force behind the move toward rationalisation and bureaucratisation, was based on a capitalist market economy, with bureaucratisation an "iron cage" in which humanity was bound, since the process of bureaucratisation was irreversible. Furthermore, they believe that major social changes have altered this situation to such a large extent that an alternative explanation is needed. Their analysis is based on the assumption that organisations exist in "field" of other, similar organisations. According to their perspective, organisations are increasingly homogeneous within fields and the following three reasons for this isomorphism were identified, namely:

- Firstly, coercive forces from the environment, such as government regulations and cultural expectations, can impose standardisation on organisations. Organisations take forms that are institutionalised and legitimated by the state;
- Secondly, organisations mimic or model each other. This occurs as organisations face uncertainty and look for answers to their uncertainty in the ways in which other organisations in their field have faced similar uncertainties. Large organisations tend to use a relatively small number of consulting firms. Business firms have established formal intelligence departments to keep tabs on competitors from home and abroad and reflects the strong mimetic tendencies within organisations; and
- Thirdly, normative pressures push organisations toward isomorphism as the workforce and especially management, becomes more professionalised. Both professional training and the growth and elaboration of professional networks

within organisational fields lead to a situation in which the managerial personnel in organisations in the same field are barely indistinguishable from one another. As people participate in trade and professional associations, their ideas tend to homogenise *(Hall, 1999: 289 – 290)*.

The institutional perspective, thus, views organisational design not as a rational process but as one of both external and internal pressures that lead organisations in a field to resemble one another over time. In this perspective, strategic choices or attempts at member control would be viewed as coming from the institutional order in which an organisation is embedded. Institutional theory also places a strong emphasis on symbols and emphasises the ways in which institutionalised practices are brought into organisations. Organisations in the same field develop isomorphism as they exchange professional personnel and face common exigencies such as governmental policies *(Anderson, 1994: 31 - 32)*.

According to **Meyer, Scott and Zucker**, an alternative institutional approach contains a healthy dose of concern for environmental issues but basically turns attention more inward. The focus is on ways in which practices and patterns are given values and how interaction patterns and structures are legitimated. It is a grand extension of Berger and Luckman's (1967) view that reality is socially constructed. Zucker's (1988) anthology provides an intellectually exciting view of organisations from this institutional perspective. Individual actors are viewed as having feelings and meanings. They are not narrow, technocratic decision makers. Organisations are not shaped by the impersonal forces of technology or by the demands of a relentless environment.

Despite the attractiveness of the institutional formulations, **Hall** sees four problems looming that raise serious issues for institutional theory, namely:

- Firstly, the potential tautological reasoning. This form of reasoning was a major contributor to the demise of functional theory within sociology. Turner (1979: 124) states that: "A tautology is circular reasoning in which variables are defined in terms of each other, thus making causes and effects obscure and difficult to assess". This problem also appears to creep into DiMaggio's (1988) analysis;

- Secondly, the institutional theory has paid almost no attention to what is *institutionalised and what is not.* Parsons notes that not everything that says institutional is institutionalised. This is a critical problem and there is a tendency to apply institutional theory in an ex post facto manner. This can be done almost mystically. Ideas and practices come and go for no reason other than institutionalisation. It would appear that, in reality, some performance criteria are applied in assessing the success of a practice. Hall argues that the adoption of structures or practices is much more than institutionalised;
- Thirdly, the problem is essentially ontological. Individual and collective organisational myths develop about the meanings of realities. The danger, however, is in making the reality that was the source of the myth into the myth itself; and
- Fourthly, the problem is overextension. There is a tendency to apply institutional theory to a vast array of situations and organisations. DiMaggio and Powell (1983) were careful to hypothesise that institutional effects were more likely in situations indeterminate technology and ambiguous goals *(Hall, 1999: 291 – 292).*

There are additional criticisms of institutional theory. It is seen as ignoring deinstitutionalisation processes. There is also a strong tendency to overlook or downplay issues such as efficiency. Institutional theory essentially captured organisational theory in the 1990's and became "institutionalised" itself. Furthermore, it has almost become "authoritarian" as it has swept our theoretical landscape.

Undoubtedly, a new perspective will emerge to sweep the institutional approach aside, although that perspective is not yet in sight. But, there is excitement in the form of attempts to combine the existing perspectives, for example, the rational and environmental factors, the institutional and rational-contingency approaches and the resource-dependence and institutional theories *(Cloete and Wissink, 2000: 36 – 37).*

9.3.5 THE CHAOS, COMPLEXITY AND QUANTUM MODELS

The assumption is that stability in policy systems is, in most cases, an important objective that is not always achieved and not the status quo that policy-makers try to

maintain. The chaos model was designed to illustrate the dynamics operating in complex systems. The chaos or complexity theory can best be understood as a refined version of the post-modernist approach to science.

Chaos theory may be better described as the study of complex, dynamic, deterministic, non-linear systems that reveal patterns of order out of seemingly chaotic behaviours. Chaos theory teaches a basic appreciation and not distrust of chaos and uncertainty in organisations and management. It also teaches a certain faith in self-organisation, based on the knowledge that small actions can occur many times over to create large results in what chaos theory calls the "butterfly effect" (**Overman**, 1996). The natural trend of striving to maximise a structure of deep order in an organisation, is depicted as the strange attractor *(Cloete and Wissink, 2000: 41)*.

Kiel (1994) states that the main management challenge in transitional periods is to develop internal processes that provide the means of handle large-scale, discontinuous environmental changes. For this purpose, the manager may need to create disorder when organisations become too stable or stagnant. This condition of stability is, however, misleading, because it is normally a manifestation of dissonance with a forever-changing environment. It is, therefore, a condition of pressure building up to symmetry break. Kiel notes that real qualitative change in organisations only occurs through these symmetry breaks *(Cloete and Wissink, 2000: 42)*.

Where chaos theory is mechanistic and deterministic, with definitive answers and methods, quantum theory is totally in deterministic, replete with paradoxes and subjectivities: an even more stereotypical postmodernist approach than complexity theory. One of the most significant features of quantum theory is the Heisenberg uncertainty principle. It states that truly objective observation of experimental phenomena is impossible, since any act of observation is inextricably bound up in and influences the event being observed. The act of observation, therefore, determines the outcome. The quantum understanding of the administrative sciences rejects the expectation of objective reality, certainty and simple causality.

The image of organisations as complex, dynamic, self-organising systems will improve the ability to manage change in times of apparent chaos and transition to new orders of being *(Cloete and Wissink, 2000: 43 – 44)*.

9.3.6 FOX'S PUBLIC MANAGEMENT MODEL

See Chapter Two (paragraph 2.3.1.2 and figure 2.1) for a detailed discussion on the above-mentioned model.

9.3.7 EASTON'S MODEL FOR POLITICAL CHANGE

See Chapter Two (paragraph 2.3.1.3 and figure 2.2) for a detailed discussion on the above-mentioned model.

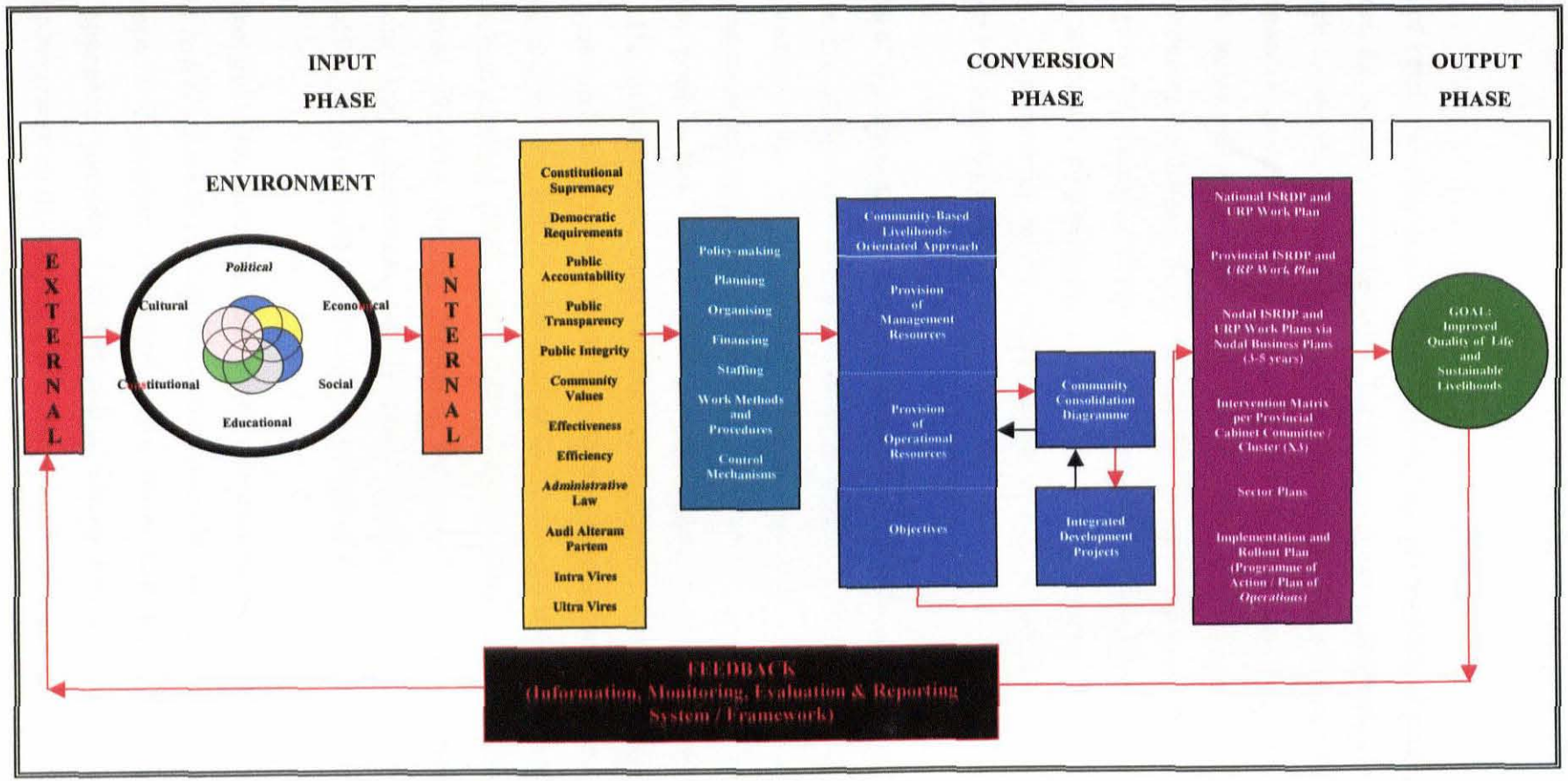
9.4 A NORMATIVE MODEL FOR A NEW CULTURE OF GOVERNANCE (AN ADAPTATION OF EASTON'S INPUT / OUTPUT TRANSFORMATIONAL MODEL FOR CHANGE)

Easton's model for political change was used as the basis for the design of this proposed normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape. This model is presented as an environmentally orientated normative model where working partnerships take place within both an external and internal environment. The model should be seen from a normative perspective, flexible in nature, and inherently dynamic as a tool for aiming to change current dysfunctional situations, policies and implementation procedures into functional entities in government.

Figure 9.1 illustrates the adaptation of Easton's input / output transformational systems model: A normative model for the co-ordination of the urban and rural development programmes and management of other developmental interventions in the ISRDP and URP Nodes to change current dysfunctional situations, policies and implementation procedures into functional entities in government.

Easton's model (also known as the analytical input/output transformation systems model) emphasises the need generation from total external environments. The first of these sub-systems serves as the **"inputs"**. In the above-mentioned model ***(Figure 9.1)***, examples of **external** need-generating **environments** are the political, economical,

Figure 9.1: Adaptation of Easton's input / output transformational systems model: A normative model for the co-ordination of the urban and rural development programmes and management of other developmental interventions in the ISRDP and URP Nodes to change current dysfunctional situations, policies and implementation procedures into functional entities in government.



social, educational, constitutional and cultural environments. These are only examples of possible external input environments that may influence goal-achievement, as the numbers and types of environments that are possible, may be unlimited *(Ferreira, 1996: 403)*.

The generated needs can only be satisfied by goal-setting, the reaching of which will be considered the sub-system **"outputs"**. The process of need satisfaction should move through an internal environment, consisting of another input sub-system, the different normative guidelines, which will serve as "filters" to maintain norms and standards in terms of the current body politic, community values and legal requirements during the different facets of the policy process *(Easton, 1965: 126 – 127)*. In ***Figure 9.1***, examples of the **internal environment** are the constitutional supremacy, democratic requirements, public accountability, public transparency, public integrity, community values, effectiveness, efficiency, administrative law, Audi Alteram Partem, Intra Vires and Ultra Vires.

A **"conversion"** (or management) sub-system, consisting of various steps is utilised during the policy implementation phase in order to serve as a mechanism that will enable the institution that is faced with the task of satisfying the need that was originally generated by the particular external environment, to proceed towards achieving the goal, in this instance an improved quality of life and sustainable livelihoods. Due to the subjective and variable nature of public needs, the conversion mechanism can and does vary. Each environment or situation sets its own requirements, necessitating suitable adaptation of the conversion mechanism within a situational context *(Easton, 1965: 131 – 132; Ferreira, 1996: 403)*. ***Figure 9.1*** illustrates seven possible enabling **functions** that can serve as a conversion mechanism for goal achievement, namely policy-making, planning, organising, financing, staffing, work methods and procedures, as well as control mechanisms.

In order to execute the functions described above, a process should be established that will meet the livelihood needs of communities and satisfy the various requirements of the government. It requires a **comprehensive community-based livelihoods-orientated approach**, carefully conceived and excellently implemented. It should make a real contribution to the education and empowerment of the whole society, by

including not only communities and government, but civil society, the private sector, the community at large and international interests ***(For more details, also see Chapter 7, Annexure 7.5, which outlines the functions required for a community-based, livelihoods-orientated approach to poverty alleviation and under-development, which will be piloted in the ISRDP and URP nodes).***

Everything that is known about a **community** can be recorded on a plan on which all the support organisations, as well as the routes to integrated development can be plotted. An inclusive planning process should include potential resources providers so that they can themselves identify opportunities and strategies to obtain and engage the most appropriate resources in the best way ***(For more details, also see Chapter 7, Annexure 7.2, which illustrates how a community consolidation diagramme could be a useful instrument or framework for a plan of action).***

The community consolidation diagramme should be followed-up with the design, implementation and monitoring of **integrated development projects**, which has long been a challenge to the government, which is structured departmentally. The government has a commitment to integrated development, particularly in the neediest areas that are the focus of the URP and the ISRDP. This function involves first rooting development within verified community or area needs and then weaving a viable and sustainable integrated network / fabric using resources, projects, services, interventions and initiatives that are provided from a wide variety of sources. This requires independent facilitation combined with the enthusiastic involvement of participating agencies ***(For more details, also see Chapter 7, Annexure 7.3 (1 – 4), which illustrates how integrated development projects could be achieved through the involvement of national and provincial departments, local authorities, parastatals, civil society and the private sector).***

However, owing to the fact that the government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development, it is proposed that a more practical process should be pilotted for the co-ordination of the urban and rural development programmes and the management of other developmental interventions in the ISRDP and URP nodes. Therefore, the following action steps are recommended:

- Compilation of a **Provincial ISRDP and URP Workplan.** This will result in the **nodal workplans,** which will define the role of each department in the node, based on nodal priorities / IDPs and projects. These plans will:
  - Assist in guiding the participation of Departments;
  - Assist in the budgeting for relevant priorities by Departments; and
  - Assist in monitoring the participation and contribution of each Department and sphere of government in nodal work.
- Review of the 2003 **ISRDP and URP Business Plans (3 – 5 year plans)** for the Central Karoo, Khayelitsha and Mitchell's Plain Nodes.
- Compilation of an **Intervention Matrix per Cluster** and the identification of **Sector plans.**
- Compilation of a **Provincial Programme of Action / Plan of Operations** that will include the following elements: activities, responsibility, timeframes, budgets, resources required, milestones and outcomes ***(For more details, also see Chapter 7, Annexure 7.6, which illustrates the process required for the co-ordination of the urban and rural development programmes and the management of other developmental interventions, which will be adopted in the ISRDP and URP nodes).***

After the **goal** (improved quality of life and sustainable livelihoods) has been achieved and the need accordingly been satisfied, **feedback** (Information, Monitoring, Evaluation and Reporting System / Framework) occurs to the original environment where the degree whereto the original need had been optimally satisfied, is checked. Should the goal have been achieved, the original external environment will be found to have changed to a new external environment, the "inputs" sub-system, which, in its turn, proceeds to generate new needs that should be satisfied by new goal achievement and the cycle of the system commences again *(Easton, 1965: 128 – 129; Ferreira, 1996: 404; Cloete and Wissink, 2000: 39).*

This concludes the explanation of the various components of the proposed normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape. The proposed normative model is specifically suited for this research as it is more descriptive by nature and, therefore, readily understood.

9.5 SUMMARY

In this chapter the concept of model construction was briefly examined, whereafter examples of selected models were explained. Finally, a normative model for working partnerships, which are aimed at increasing the quality of life for all population groups with reference to urban and rural development in the Western Cape, was proposed.

The models, as discussed, were proposed in order to develop an effective and efficient normative model and the implementation of this proposed model will contribute positively to change current dysfunctional situations, policies and implementation procedures into functional entities.

It is concluded from this chapter that the ***normative model for working partnerships, as proposed in this chapter, should be used as a reference for the design and implementation to change current dysfunctional situations, policies and implementation procedures into functional entities in government.*** It is also concluded that the normative model adopted, ***apply specifically to all three spheres of government and not only to the Western Cape, as well as to the co-ordination and management of other developmental programmes or interventions with similar objectives as the ISRDP and URP.***

In the next chapter the thesis will be briefly summarised, certain conclusions will be arrived at and a number of recommendations will be proposed.

CHAPTER TEN
RECOMMENDATIONS AND CONCLUDING REMARKS

10.1 INTRODUCTON

The research, which is presented in this thesis, is based on an analysis of working partnerships, which are aimed at increasing the quality of life for all population groups, with special reference to urban and rural development in the Western Cape.

The problem that was researched, was stated in Chapter One as being the assumed necessity of practising sound political accountability through a developmental government approach. Conclusions entailed that the ISRDP and URP were created to ensure that the best possible approaches and methodologies for integration and co-ordination of government programmes benefited previously disadvantaged rural and urban communities. The principles of effective political championship and the facilitation and achievement of inter-sectoral and inter-sphere planning, budgeting, implementation and co-operation processes, were explored. Furthermore, the need to design, cost, programme, recommend and monitor integrated projects, as well as to test and make recommendations on institutional arrangements for integrated development, will be necessary to sustain delivery until 2010.

In order to embark on researching the problem as stated, the broad research goal for the study was determined as the design of a normative model, which could be presented together with relevant recommendations that would change current dysfunctional situations, policies and implementation procedures to become functional entities.

10.2 BRIEF EXPOSITION OF CHAPTERS

10.2.1 CHAPTER ONE

Chapter One contained an overview of the background to the study with an insight into the phenomenon, which was researched, the problem statement, with concomitant sub-problems, the key research questions, the objectives of the study, the hypothesis to the key questions, the delimitation of the research, as well as an overview of the research methodology that was followed during the research process.

10.2.2 CHAPTER TWO

In order to ensure a sound theoretical grounding of the study, **Chapter Two** focused on a theoretical basis of the research area for achieving, maintaining and enhancing the quality of life through urban and rural development. This chapter explored, by way of a funnel approach, the role of philosophy in the social sciences, the philosophical basis for public management, the developmental management theory, as well as a detailed discussion on the role of ethics for public employees.

10.2.3 CHAPTER THREE

Chapter Three focused on the legislative and structural frameworks for development in the Western Cape. This chapter explored the legislative framework for sustainable service delivery, the developmental priorities, the role of Clusters and Cabinet Committees in co-ordinating and facilitating the decision-making processes, as well as new, proposed processes and procedures for the Cabinet, Cabinet Committees and Technical Task Teams in the provincial government of the Western Cape.

10.2.4 CHAPTER FOUR

Chapter Four explored an overview of the progress made, project implementation, institutional arrangements and communication mechanisms, key challenges and strategic thrusts, recommendations and interventions with regard to the Integrated Sustainable Rural Development Programme (ISRDP) in respect of the Central Karoo Node. Additional rural nodes were also proposed.

10.2.5 CHAPTER FIVE

Chapter Five provided an overview of the progress made, project implementation, institutional arrangements and communication mechanisms, key challenges and

strategic thrusts, recommendations and interventions with regard to the Urban Renewal Programme (URP) in respect of the Khayelitsha and Mitchell's Plain Nodes. An additional urban node was also proposed.

10.2.6 CHAPTER SIX

In **Chapter Six** political championship and accountability were explored. This chapter addressed the guidelines, challenges, purposes, roles and responsibilities of political champions for each sphere of government. The second part of the chapter mainly dealt with the provincial government's business plan initiative and the institutional arrangements for the co-ordinated management of the provincial government's responsibilities. This was followed by the national government's initiative for a planning, financial and performance management protocol, which was discussed. This chapter aimed to indicate the necessity of practising sound political accountability through a developmental approach; to illustrate how effective political championship will facilitate the achievement of inter-sphere and inter-sectoral planning, budgeting, implementation and co-operation; and to compile a strategy for political involvement and to ensure the sustained involvement of the political champions that would be essential in order for them to effectively support the three nodes in the Western Cape.

10.2.7 CHAPTER SEVEN

In **Chapter Seven** the emphasis was on an integrated developmental approach to urban and rural interventions. This chapter mainly explored the strategic issues with regard to the ISRDP and URP; integrated development as a best practice; the measuring of performance in integrated development; and an intervention strategy for the provincial government. This chapter aimed to illustrate that the ISRDP and URP process is "top-down", whereas the objectives of a poverty alleviation programme require a "bottom-up" approach; to ensure that communities should be viewed not as the target of development, but as the generator and sustainer of development; to illustrate that the government is not ready to implement a community-based, livelihood-orientated approach to poverty alleviation and under-development; and the necessity to design, cost, programme, recommend and monitor integrated projects, to test them and to make recommendations on institutional arrangements for the

implementation of integrated development in order to sustain delivery until 2010 and beyond.

10.2.8 CHAPTER EIGHT

Chapter Eight explained the research methodology, the empirical survey, as well as the statistical analysis of the survey results. This was followed by an explanation of the operationalisation of the questionnaire that was used for collecting the data that was needed for analysis and interpretation. Finally, the questionnaire data was explained, followed by an articulation of the findings.

10.2.9 CHAPTER NINE

Chapter Nine contained a brief overview of model theory, as well as illustrations and explanations of selected models. The outcome of the research was illustrated as a normative model for a new culture of governance that was developed, based on Easton's input / output transformational model for change. The model was proposed as a normative model that could serve as the basis to change current dysfunctional situations, policies and implementation procedures to become functional entities, which are applicable to urban and rural development in the Western Cape. Answers were provided to key questions about the nature and extent of existing working partnerships, which are applicable to urban and rural development in the Western Cape. The hypothesis was validated in this chapter.

10.2.10 CHAPTER TEN

Chapter Ten, which is the final chapter of the thesis, answers the final key question that was posed in Chapter One, in terms of whether arguments could be constructed for the general application of working partnerships, which are aimed at increasing the quality of life for all population groups, with special reference to urban and rural development in the Western Cape. This chapter also consists of a brief summary of the various chapters of the thesis, certain findings and conclusions that were arrived at during the research, as well as a number of recommendations that emanated from the research.

10.3 RECOMMENDATIONS

It is vital for the successful implementation of future government programmes to view the following recommendations, in conjunction with the normative model that is proposed in Chapter Nine, in order to change current dysfunctional situations, policies and implementation procedures into functional entities.

10.3.1 RECOMMENDATION 1

The ISRDP and URP should focus on the necessity of practising sound political accountability through a developmental government approach. Analysis of the survey response to this problem (statement 6 of the questionnaire) indicated that while 6.3% of the respondents were undecided, 84.4% of the respondents supported the statement.

10.3.2 RECOMMENDATION 2

The ISRDP and URP should be set to ensure the best possible approaches and methodologies for the integration and co-ordination of government programmes, which would benefit previously disadvantaged rural and urban communities. Analysis of the survey response to this problem (statement 7 of the questionnaire) indicated that while 3.1% of the respondents were undecided, 90.6% of the respondents supported the statement.

10.3.3 RECOMMENDATION 3

Effective political championship should facilitate the achievement of inter-sectoral and inter-sphere planning, budgeting, implementation and co-operation. According to the results of the statistical analysis (statement 8), 93.8% of the respondents to the empirical survey favoured the above-mentioned recommendation, with only a 3.1% undecided factor.

10.3.4 RECOMMENDATION 4

There is a need to design, cost, programme, recommend and monitor integrated projects. Analysis of the survey response to this question (statement 9 of the questionnaire) indicated that while only 3.1% responded negatively to the issue, 96.9% of the respondents supported the principle.

10.3.5 RECOMMENDATION 5

Institutional arrangements for integrated development is necessary to sustain delivery until 2010. Analysis of the survey response to this problem (statement 10 of the questionnaire) indicated that 100.0% of the respondents supported the statement. This particular statement yielded the most positive response of the survey, indicating that the respondents were in agreement with this idea.

10.3.6 RECOMMENDATION 6

The compilation of a strategy for political involvement and to ensure the sustained involvement of the political champions, would be essential in order for them to effectively support the three nodes in the Western Cape. According to the results of the statistical analysis (statement 15), 87.5% of the respondents to the empirical survey favoured the above-mentioned recommendation, while only 6.3% were undecided.

10.3.7 RECOMMENDATION 7

The integration of existing institutions, such as planning, management and funding of government, will respond more effectively and efficiently to the needs of the disadvantaged communities. Analysis of the survey response to this question (statement 16 of the questionnaire) indicated that while only 3.1% responded negatively to the issue, 96.9% of the respondents supported the principle.

10.3.8 RECOMMENDATION 8

It is expected that the implementation of the ISRDP and URP will increase efficiency in the application of public funds and create appropriate outputs in places where they are most needed. According to the results of the statistical analysis (statement 17), 84.4% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 12.5% undecided factor.

10.3.9 RECOMMENDATION 9

A national urban renewal policy framework should be developed as part of a broader South African urban policy framework. Analysis of the survey response to this problem (statement 18 of the questionnaire) indicated that while 15.6% of the respondents were undecided, 81.3% of the respondents supported the statement.

10.3.10 RECOMMENDATION 10

Positive policy linkages between the Urban Renewal and Integrated Sustainable Rural Development Programmes should be established. According to the results of the statistical analysis (statement 19), 87.5% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 12.5% undecided factor.

10.3.11 RECOMMENDATION 11

The deployment of scarce technical and professional management skills to the Nodes is essential. Analysis of the survey response to this problem (statement 20 of the questionnaire) indicated that 100.0% of the respondents supported the statement. This particular statement yielded the most positive response (together with statement 10) of the survey, indicating that the respondents were all in agreement with this idea.

10.3.12 RECOMMENDATION 12

Investment in the nodes has an appreciable impact. Analysis of the survey response to this question (statement 21 of the questionnaire) indicated that while 31.3% of the respondents were undecided, 59.4% responded positively to the issue.

10.3.13 RECOMMENDATION 13

The ISRDP and URP nodal business plans have not yet become effective "working documents". According to the results of the statistical analysis (statement 22), 65.6% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 31.3% undecided factor.

10.3.14 RECOMMENDATION 14

The ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach. Analysis of the survey response to this question (statement 23 of the questionnaire) indicated that while 40.6% responded negatively to the issue, 43.8% of the respondents supported the principle.

10.3.15 RECOMMENDATION 15

Communities should be viewed as the generator and sustainer of development and not as a target for development. Analysis of the survey response to this question

(statement 24 of the questionnaire) indicated that while 12.5% of the respondents were undecided, 81.3% responded positively to the issue.

10.3.16 RECOMMENDATION 16

The government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development. According to the results of the statistical analysis (statement 25), 59.4% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 34.4% undecided factor.

10.3.17 RECOMMENDATION 17

The huge administrative imperatives for reports, analyses, workshops and presentations may require departments to devote more human resources to reporting and administration than to achieving delivery. Analysis of the survey response to this question (statement 26 of the questionnaire) indicated that while 3.1% of the respondents were undecided, 93.8% responded positively to the issue.

10.3.18 RECOMMENDATION 18

The successful implementation of the ISRDP and URP are centered around the driving force and commitment of officials and politicians. Analysis of the survey response to this question (statement 28 of the questionnaire) indicated that while only 3.1% responded negatively to the issue, 96.9% of the respondents supported the principle.

10.3.19 RECOMMENDATION 19

The co-ordination function regarding the ISRDP and URP should be within the same Department on a provincial level. According to the results of the statistical analysis (statement 29), 87.5% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 9.4% undecided factor.

10.3.20 RECOMMENDATION 20

The provincial frameworks should be used as the guideline for future implementation of the ISRDP and URP. Analysis of the survey response to this problem (statement

30 of the questionnaire) indicated that while 18.8% of the respondnets were undecided, 78.1% of the respondents supported the statement.

10.3.21 RECOMMENDATION 21

The nodal municipalities do not take full ownership for the implementation of the ISRDP and URP. Analysis of the survey response to this question (statement 31 of the questionnaire) indicated that while 28.1% of the respondents were undecided, 53.1% responded positively to the issue.

10.3.22 RECOMMENDATION 22

The substantial grant allocation for local infrastructural development will place a financial burden, on Nodal Municipalities in terms of maintenance. According to the results of the statistical analysis (statement 33), 71.9% of the respondents to the empirical survey favoured the above-mentioned recommendation, with a 15.6% undecided factor.

10.4 CONCLUDING REMARKS

This thesis investigated working partnerships, which are aimed at increasing the quality of life for all population groups with special reference to urban and rural development in the Western Cape. The research topic, namely: ***"A critical analysis of working partnerships aimed at increasing the quality of life for all population groups with special reference to urban and rural development in the the Western Cape province"***, is exhaustive in terms of its context within the Western Cape.

The development of a normative model was presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures into functional entities. This work should be regarded as a starting point in studies that are related to the topic of working partnerships. The insights and experience that has been gained during this research, as well as the theoretical foundation thereof, is viewed as a useful point of departure for continued study and research.

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Private Bag X3
SANLAMHOF
7532

Mr Tom de Wet
Managing Director
Cape Agency for Sustainable Development in Rural Areas (CASIDRA)
PO Box 660
SUIDER PAARL
7624

Dear Mr de Wet

ATTITUDE SURVEY WITH REGARD TO THE INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP) AND URBAN RENEWAL PROGRAMME (URP) IN THE WESTERN CAPE

I am currently engaged in a doctoral research project that is aiming to explore perceptions of ***working partnerships aimed at increasing quality of life of all population groups applicable to urban and rural development in the Western Cape.***

Through the use of case studies of the Central Karoo, Khayelitsha and Mitchell's Plain Presidential Nodes in the Western Cape, an analysis will be done to illustrate how effective political championship will facilitate the achievement of inter-sphere and inter-sectoral co-operation and collaboration in the fight against poverty, thereby creating an environment of sustainable socio-economic development. Furthermore, to design, cost, programme, recommend and monitor integrated projects, to test them and to make recommendations on institutional arrangements for implementation of integrated development. ***The aim of the research is to design a normative model, which could be presented together with relevant recommendations to change current dysfunctional situations, policies and implementation procedures to functional entities.***

The attached **questionnaire (Annexure A)** has been designed to measure attitudes towards and between different language -, gender -, and age groups in the three spheres of government in respect of working partnerships aimed at increasing quality of life in the Western Cape. Although the questionnaire has been prepared in such a way as to require the minimum time to complete, it must be emphasised that the

timeous return of the completed questionnaire is essential to the successful completion of the research project. The responses to the statements in the questionnaire will contribute significantly to the design and structure of the envisaged normative model.

All information will be treated in the strictest confidence and it will not be possible to identify any individual or groups of individuals on the strength of the results included in the final report.

Thank you for agreeing to complete the questionnaire. A pilot study have shown that the average time taken to complete the questionnaire is between ten and fifteen minutes. I trust that this request will not inconvenience you unnecessarily.

You are kindly requested to return the completed questionnaire by no later than **10 August 2006.**

Should you require any further information, please do not hesitate to contact Ms Elmien Steyn at Tel (021) 937 0822, Fax (021) 931 9031 or via e-mail at esteyn@pgwc.gov.za.

Kind Regards

Ms JW Steyn
31 July 2006

SECTION A: BIOGRAPHICAL DETAILS

Post Level	X		Government Sphere	X	
Chief Director and Higher			National		
Director			Provincial		
Municipal Manager			Local		
Chief Executive Officer / Managing Director			State Owned Enterprise		

NATIONAL GOVERNMENT DEPARTMENT WHERE EMPLOYED

Department	X		Department	X	
Agriculture			Arts and Culture		
Communications			Correctional Services		
Defence			Education		
Environmental Affairs and Tourism			Foreign Affairs		
Government Communication and Information System (GCIS)			Health		
Home Affairs			Housing		
Independent Complaints Directorate			Justice and Constitutional Development		
Labour			Land Affairs		
Minerals and Energy			National Intelligence Agency		
National Treasury			Provincial and Local Government		
Public Enterprises			Public Service and Administration		
Public Service Commission			Public Works		
Science and Technology			Secretariat for Safety and Security		
SA Management Development Institute			South African Police Service		
SA Revenue Service			SA Secret Service		
Social Development			Sport and Recreation South Africa		
Statistics South Africa			The Presidency		
Trade and Industry			Transport		
Water Affairs and Forestry					

PROVINCIAL GOVERNMENT DEPARTMENT WHERE EMPLOYED

Department	X		Department	X	
Agriculture			Community Safety		
Cultural Affairs and Sport			Education		
Economic Development and Tourism			Environmental Affairs and Development Planning		
Health			Local Government and Housing		
Premier			Provincial Treasury		
Social Development					

MUNICIPALITY WHERE EMPLOYED

Municipality	X		Municipality	X	
City of Cape Town			Beaufort West		
Central Karoo District [Murraysburg (DMA area)]			Laingsburg		
			Prince Albert		

STATE OWNED ENTREPRISES (SOE's)

State Owned Enterprise	X		State Owned Enterprise	X	
Cape Agency for Sustainable Development in Rural Areas (CASIDRA)			CSIR		
Development Bank of Southern Africa (DBSA)			ESKOM		
Independent Development Trust (IDT)			South African Cities Network (SACN)		
TELKOM			TRANSNET		

Age Group in Years (Please mark the applicable block with an "X")								
20 - 30			31 – 40			41 - 50		
51 - 60			61 – 70			70+		

Language Groups								
Mother Tongue	X		Mother Tongue	X		Mother Tongue	X	
Afrikaans			IsiZulu			siSwati		
English			SeSotho			tsiVenda		
isiNdebele			seSotho SA Leboa			xiTsonga		
isiXhosa			seTswana			Other (Please specify)		

Gender	X	
Male		
Female		

SECTION B: QUESTIONNAIRE

Please mark the appropriate block with an "X".

Statements	1	2	3	4	5	Legend:
1. Your knowledge of working partnerships is comprehensive.						**1 = Strongly disagree** **2 = Disagree** **3 = Undecided** **4 = Agree** **5 = Strongly agree**
2. Government policy / programmes / strategies aim at increasing the quality of life of all population groups.						
3. Your knowledge of urban development is comprehensive.						
4. Your knowledge of rural development is comprehensive.						
5. In 2001 the President of South Africa identified 21 poverty nodes, 13 in rural areas and eight in urban areas in the Republic of South Africa, needing urgent intervention.						
6. The ISRDP and URP focus on the necessity of practising sound political accountability through a developmental government approach.						
7. The ISRDP and URP are set to ensure the best possible approaches and methodologies for integration and co-ordination of government programmes to benefit the previously disadvantaged rural and urban communities.						
8. Effective political championship could facilitate the achievement of inter-sectoral and inter-sphere planning, budgeting, implementation and co-operation.						

Please mark the appropriate block with an "X".

Statements	1	2	3	4	5	Legend:
9. There is a need to design, cost, programme, recommend and monitor integrated projects.						**1 = Strongly disagree** **2 = Disagree** **3 = Undecided** **4 = Agree** **5 = Strongly agree**
10. Institutional arrangements for integrated development will be necessary to sustain delivery to 2010.						
11. The ISRDP and URP were created to assist in addressing issues like poverty, underdevelopment, social cohesion and equity in these pilot nodes.						
12. The ISRDP and URP were created to learn from the way in which government has been managing development since 1994 and to try "doing things differently" and more effectively (in contrast to the situation prior to 1994).						
13. Anchor projects were identified by all stakeholders (Nodal Municipalities, National and Provincial Departments, as well as state owned enterprises) to initiate this 10 year programmes.						
14. Both political and technical champions across all three spheres of government (national, provincial and local governments) were appointed.						

Please mark the appropriate block with an "X".

Statements	1	2	3	4	5	Legend:
15. The compilation of a strategy for political involvement and ensuring the sustained involvement of the Political Champions, would be essential in order for them to effectively support the three nodes in the Western Cape.						1 = Strongly disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly agree
16. The integration of existing institutions, planning, management and funding of government will more effectively and efficiently respond to the needs of the disadvantaged communities.						
17. It is expected that the implementation of the ISRDP and URP will increase efficiency in the application of public funds and create appropriate outputs in places where they are most needed.						
18. A national urban renewal policy framework must be developed as part of a broader South African urban policy framework.						
19. Positive policy linkages between the Urban Renewal and Integrated Sustainable Rural Development Programmes should be established.						
20. The deployment of scarce technical and professional management skills to the Nodes is essential.						

Please mark the appropriate block with an "X".

Statements	1	2	3	4	5	Legend:
21. The investment in the nodes is having an appreciable impact.						1 = Strongly disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly agree
22. The ISRDP and URP nodal business plans have not yet become effective "working documents".						
23. The ISRDP and URP process is "top-down", whereas the objectives of poverty alleviation require a "bottom-up" approach.						
24. Communities must be viewed not as the target of development, but as the generator and sustainer of development.						
25. Government is not ready to implement a community-based, livelihoods-orientated approach to poverty alleviation and under-development.						
26. The huge administrative imperatives for reports, analyses, workshops and presentations might require departments to devote more human resources to reporting and administration than to achieving delivery.						
27. Affirmative Action hampered the implementation of the ISRDP and URP.						
28. The successful implementation of the ISRDP and URP are centered around the driving force and commitment of officials and committed politicians.						

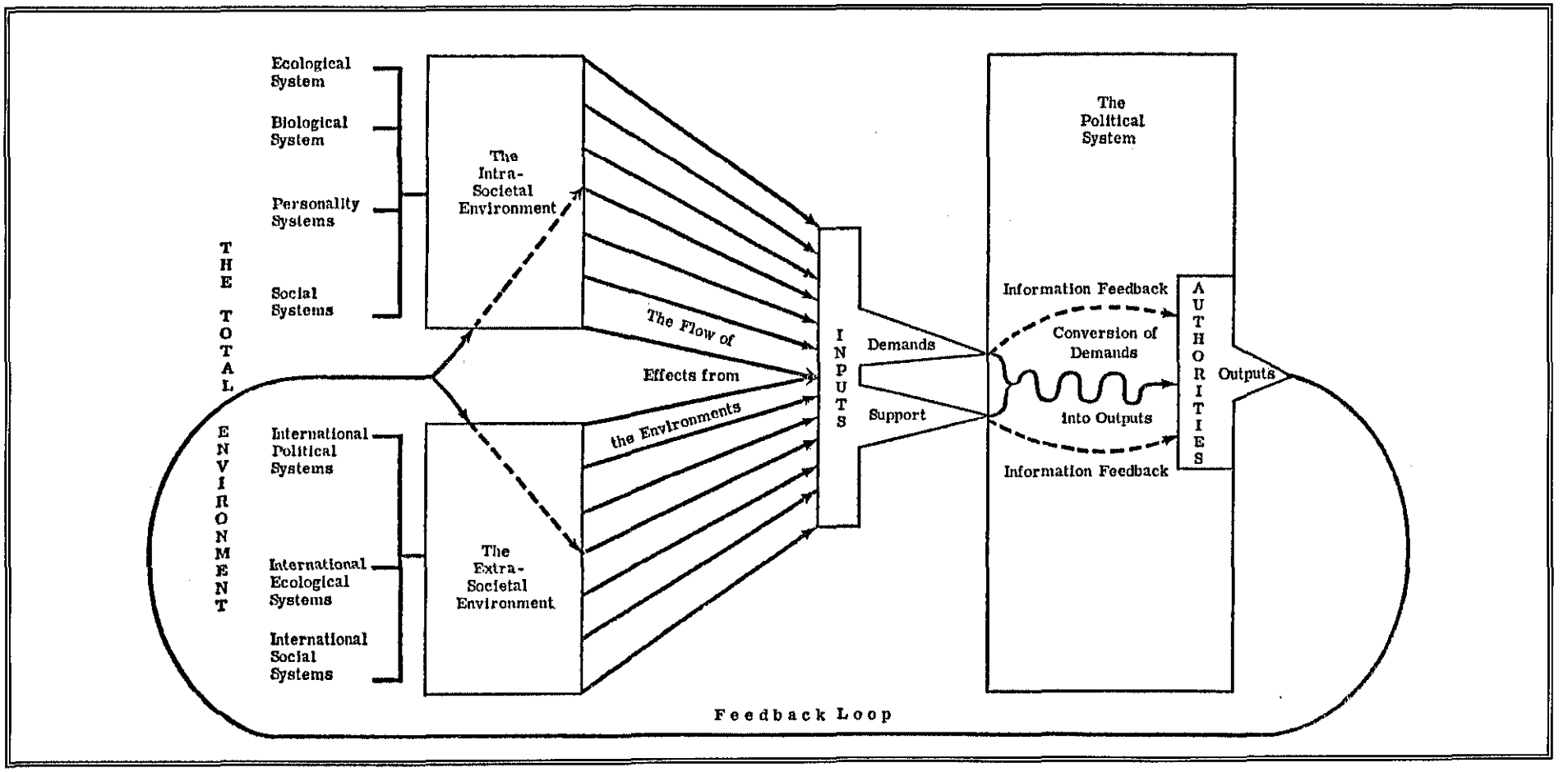
Please mark the appropriate block with an "X".

Statements	1	2	3	4	5	Legend:
29. The co-ordination function regarding the ISRDP and URP should be within the same Department on provincial level.						**1 = Strongly disagree** **2 = Disagree** **3 = Undecided** **4 = Agree** **5 = Strongly agree**
30. The provincial frameworks should be used as the guideline for future implementation of the ISRDP and URP.						
31. The nodal municipalities do not take full ownership for the implementation of the ISRDP and URP.						
32. National and provincial integrated development processes (i.e. NSDF, PGDS, PSDF, etc) clashes with the objectives of the ISRDP and URP.						
33. The substantial grant allocation for local infrastructural development will place a financial burden i.t.o. maintenance on Nodal Municipalities.						

34. Indicate your experience of the Integrated Sustainable Rural Development Programme (ISRDP) in the Central Karoo Node and recommendations to be made to enhance successful implementation?

35. Indicate your experience of the Urban Renewal Programme (URP) in the Khayelitsha and Mitchell's Plain Nodes and recommendations to be made to enhance successful implementation?

FIGURE 2.2: EASTON'S INPUT / OUTPUT TRANSFORMATIONAL SYSTEMS MODEL.



(Easton, 1965: 110)

"ANNEXURE 3.1: THE PROVINCE OF THE WESTERN CAPE"

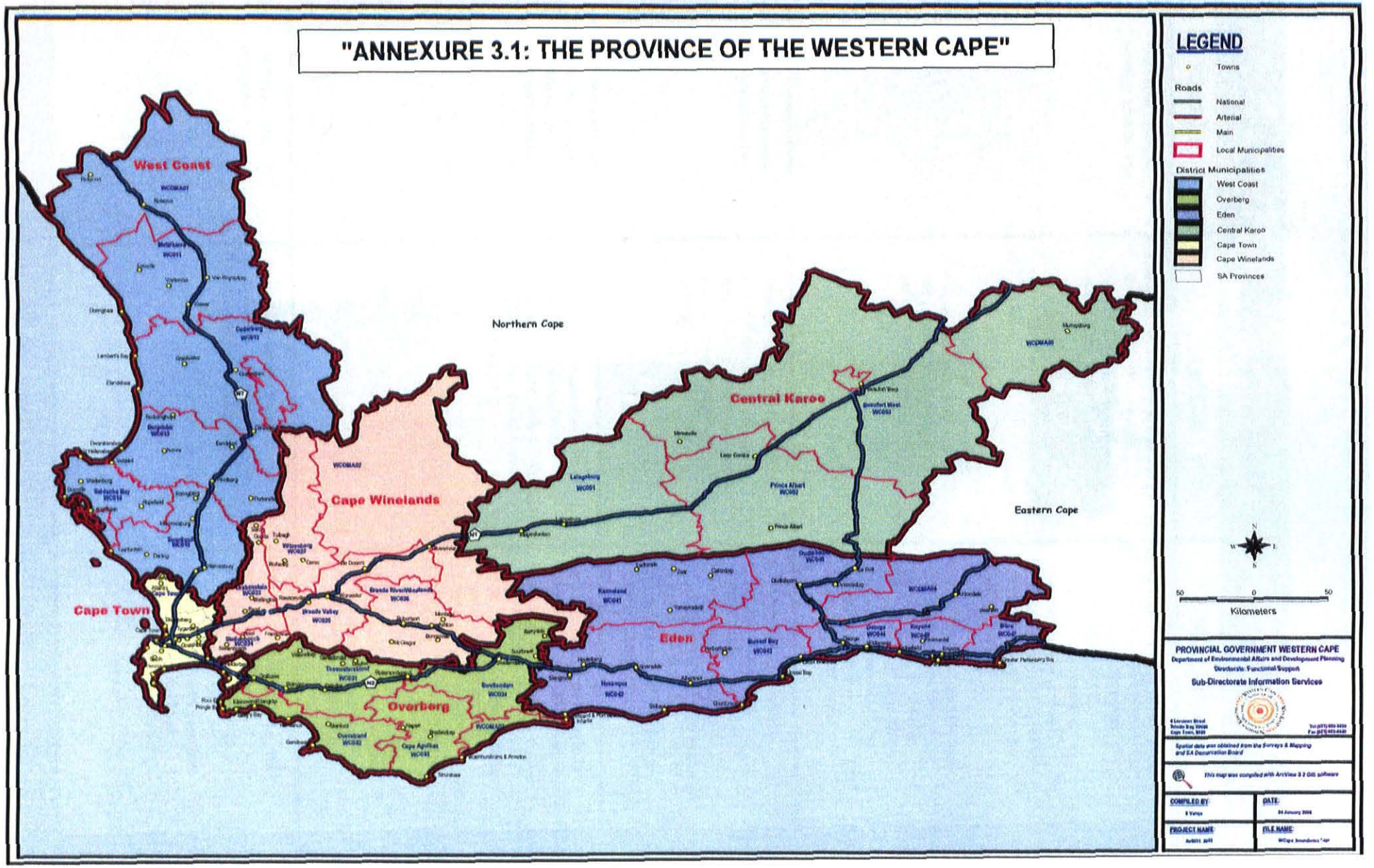


TABLE 3.1: A FRAMEWORK OF 8 GOALS, 18 TARGETS AND 48 INDICATORS TO MEASURE PROGRESS TOWARDS THE MILLENNIUM DEVELOPMENT GOALS

GOALS	TARGETS	INDICATORS
1. Eradicate extreme poverty and hunger	1. Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day	1. Proportion of population below 1 dollar (1993 PPP) per day (World Bank) 2. Poverty gap ratio [incidence x depth of poverty] (World Bank) 3. Share of poorest quintile in national consumption (World Bank)
	2. Halve, between 1990 and 2015, the proportion of people who suffer from hunger	4. Prevalence of underweight children under five years of age (UNICEF-WHO) 5. Proportion of population below minimum level of dietary energy consumption (FAO)
2. Achieve universal primary education	3. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	6. Net enrolment ratio in primary education (UNESCO) 7. Proportion of pupils starting grade 1 who reach grade 5 (UNESCO) 8. Literacy rate of 15-24 year olds (UNESCO)
3. Promote gender equality and empower women	4. Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	9. Ratio of girls to boys in primary, secondary and tertiary education (UNESCO) 10. Ratio of literate women to men, 15-24 years old (UNESCO) 11. Share of women in wage employment in the non-agricultural sector (ILO) 12. Proportion of seats held by women in national parliament (IPU)
4. Reduce child mortality	5. Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	13. Under-five mortality rate (UNICEF-WHO) 14. Infant mortality rate (UNICEF-WHO) 15. Proportion of 1 year old children immunised against measles (UNICEF-WHO)

TABLE 3.1: A FRAMEWORK OF 8 GOALS, 18 TARGETS AND 48 INDICATORS TO MEASURE PROGRESS TOWARDS THE MILLENNIUM DEVELOPMENT GOALS

GOALS	TARGETS	INDICATORS
5. Improve maternal health	6. Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio	16. Maternal mortality ratio (UNICEF-WHO) 17. Proportion of births attended by skilled health personnel (UNICEF-WHO)
6. Combat HIV/AIDS, malaria and other diseases	7. Have halted by 2015 and begun to reverse the spread of HIV/AIDS	18. HIV prevalence among pregnant women aged 15-24 years (UNAIDS-WHO-UNICEF) 19. Condom use rate of the contraceptive prevalence rate (UN Population Division): a) Condom use at last high-risk sex (UNICEF-WHO) b) Percentage of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS (UNICEF-WHO) c) Contraceptive prevalence rate (UN Population Division) 20. Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years (UNICEF-UNAIDS-WHO)
	8. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	21. Prevalence and death rates associated with malaria (WHO) 22. Proportion of population in malaria-risk areas using effective malaria prevention and treatment measures (UNICEF-WHO) 23. Prevalence and death rates associated with tuberculosis (WHO) 24. Proportion of tuberculosis cases detected and cured under DOTS (internationally recommended TB control strategy) (WHO)

TABLE 3.1: A FRAMEWORK OF 8 GOALS, 18 TARGETS AND 48 INDICATORS TO MEASURE PROGRESS TOWARDS THE MILLENNIUM DEVELOPMENT GOALS

GOALS	TARGETS	INDICATORS
7. Ensure environmental sustainability	9. Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	25. Proportion of land area covered by forest (FAO) 26. Ratio of area protected to maintain biological diversity to surface area (UNEP-WCMC) 27. Energy use (kg oil equivalent) per 1 000 dollar GDP (PPP) (IEA, World Bank) 28. Carbon dioxide emissions per capita (UNFCCC, UNSD) and consumption of ozone-depleting CFC's (ODP tons) (UNEP-Ozone Secretariat) 29. Proportion of population using solid fuels (WHO)
	10. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and sanitation	30. Proportion of population with sustainable access to an improved water source, urban and rural (UNICEF-WHO) 31. Proportion of population with access to improved sanitation, urban and rural (UNICEF-WHO)
	11. By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers	32. Proportion of households with access to secure tenure (UN-HABITAT)
8. Develop a global partnership for development	12. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system. Includes a commitment to good governance, development and poverty reduction - both nationally and internationally 13. Address the special needs of the least developed countries (LDC's). Includes: tariff and quota-free access for LDC's exports; enhanced programme of debt relief for heavily indebted poor countries (HIPC) and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction	33. Net ODA, total and to LDC's, as percentage of OECD/DAC donors' gross national income (GNI) (OECD) 34. Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation) (OECD) 35. Proportion of bilateral ODA of OECD/DAC donors that is untied (OECD) 36. ODA received in LLDC's as a proportion of their GNI's (OECD)

TABLE 3.1: A FRAMEWORK OF 8 GOALS, 18 TARGETS AND 48 INDICATORS TO MEASURE PROGRESS TOWARDS THE MILLENNIUM DEVELOPMENT GOALS

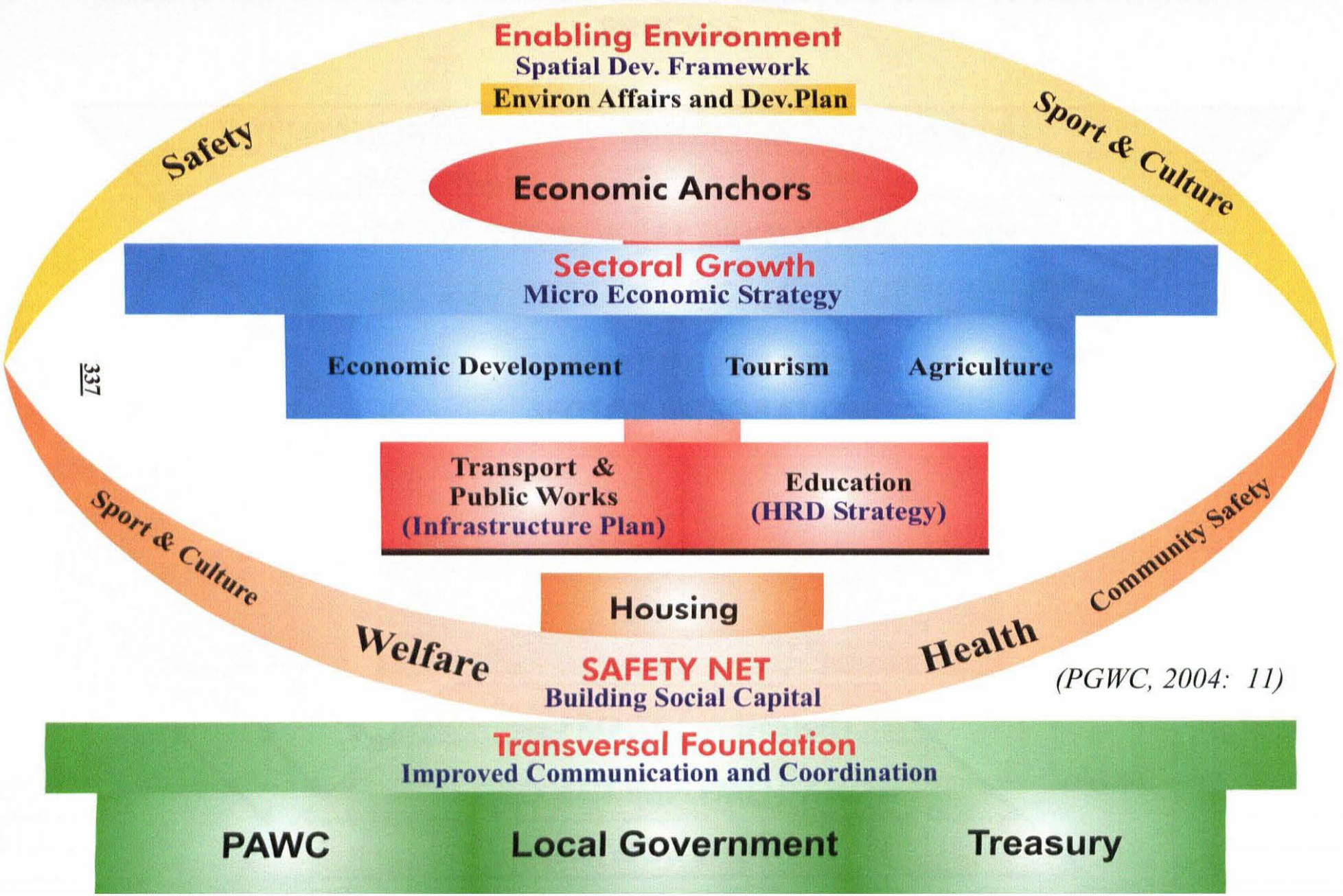
GOALS	TARGETS	INDICATORS
8. Develop a global partnership for development *(continue)*	14. Address the special needs of landlocked developing countries and small island developing States (through the Programme of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly)	37. ODA received in SIDS's as proportion of their GNI's (OECD) 38. Proportion of total developed country imports (by value and excluding arms) from developing countries and from LDC's, admitted free of duty (UNCTAD, WTO, WB) 39. Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries (UNCTAD, WTO, WB) 40. Agricultural support estimate for OECD countries as percentage of their GDP (OECD) 41. Proportion of ODA provided to help build trade capacity (OECD, WTO)
	15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term	42. Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points (cumulative) (IMF-World Bank) 43. Debt relief committed under HIPC initiative (IMF-World Bank) 44. Debt service as a percentage of exports of goods and services (IMF-World Bank)
	16. In co-operation with developing countries, develop and implement strategies for decent and productive work for youth	45. Unemployment rate of young people aged 15-24 years, each sex and total (ILO)
	17. In co-operation with pharmaceutical companies, provide access to affordable essential drugs in developing countries	46. Proportion of population with access to affordable essential drugs on a sustainable basis (WHO)

TABLE 3.1: A FRAMEWORK OF 8 GOALS, 18 TARGETS AND 48 INDICATORS TO MEASURE PROGRESS TOWARDS THE MILLENNIUM DEVELOPMENT GOALS

GOALS	TARGETS	INDICATORS
8. Develop a global partnership for development *(continue)*	18. In co-operation with the private sector, make available the benefits of new technologies, especially informationa and communications	47. Telephone lines and cellular subscribers per 100 population (ITU) 48. Personal computers in use per 100 population and Internet users per 100 population (ITU)

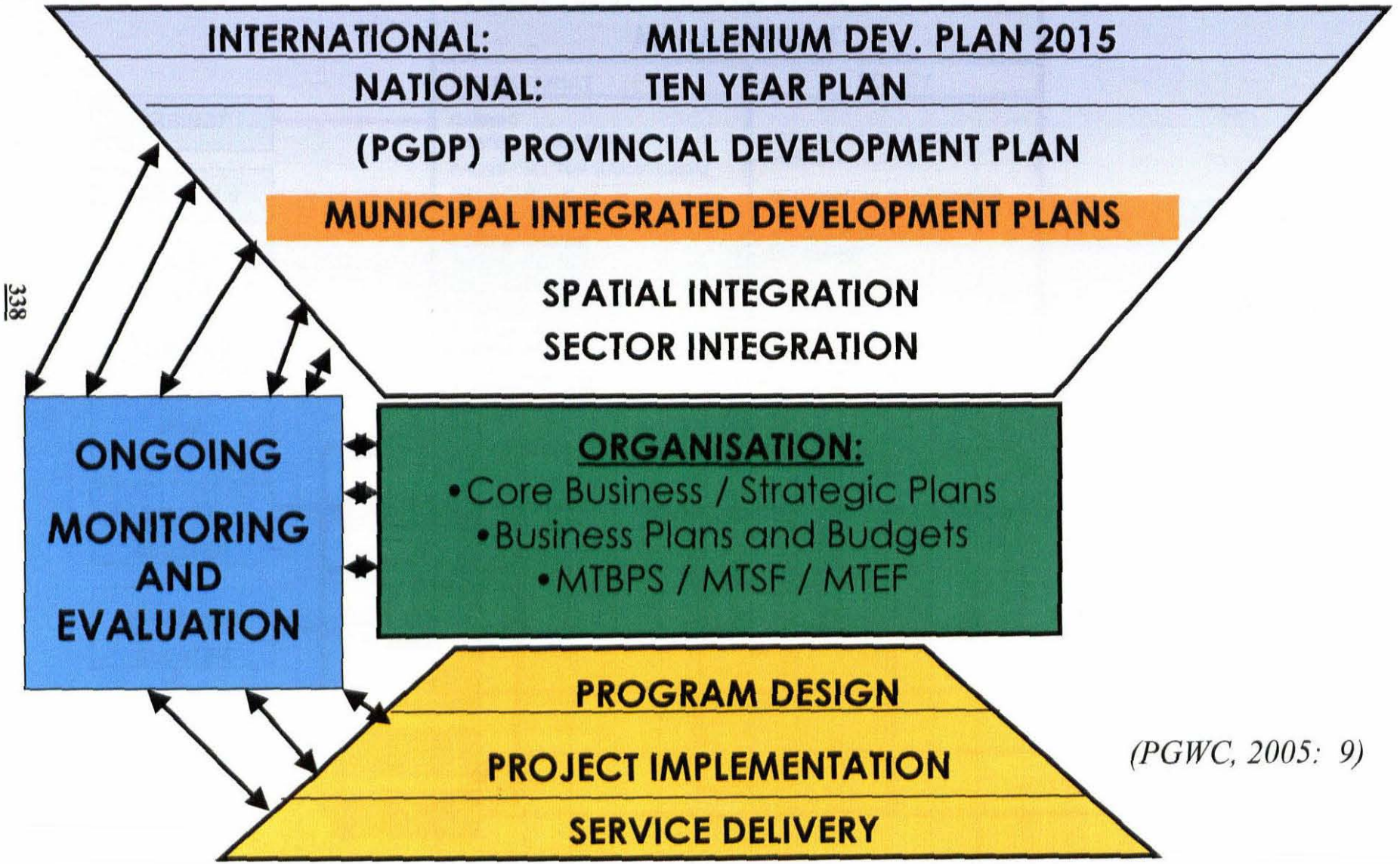
(http://unstats.un.org/unsd/mi/mi_goals.asp)

ANNEXURE 3.2: INTEGRATED GOVERNMENT: Different Jobs – Same Goals – One Plan



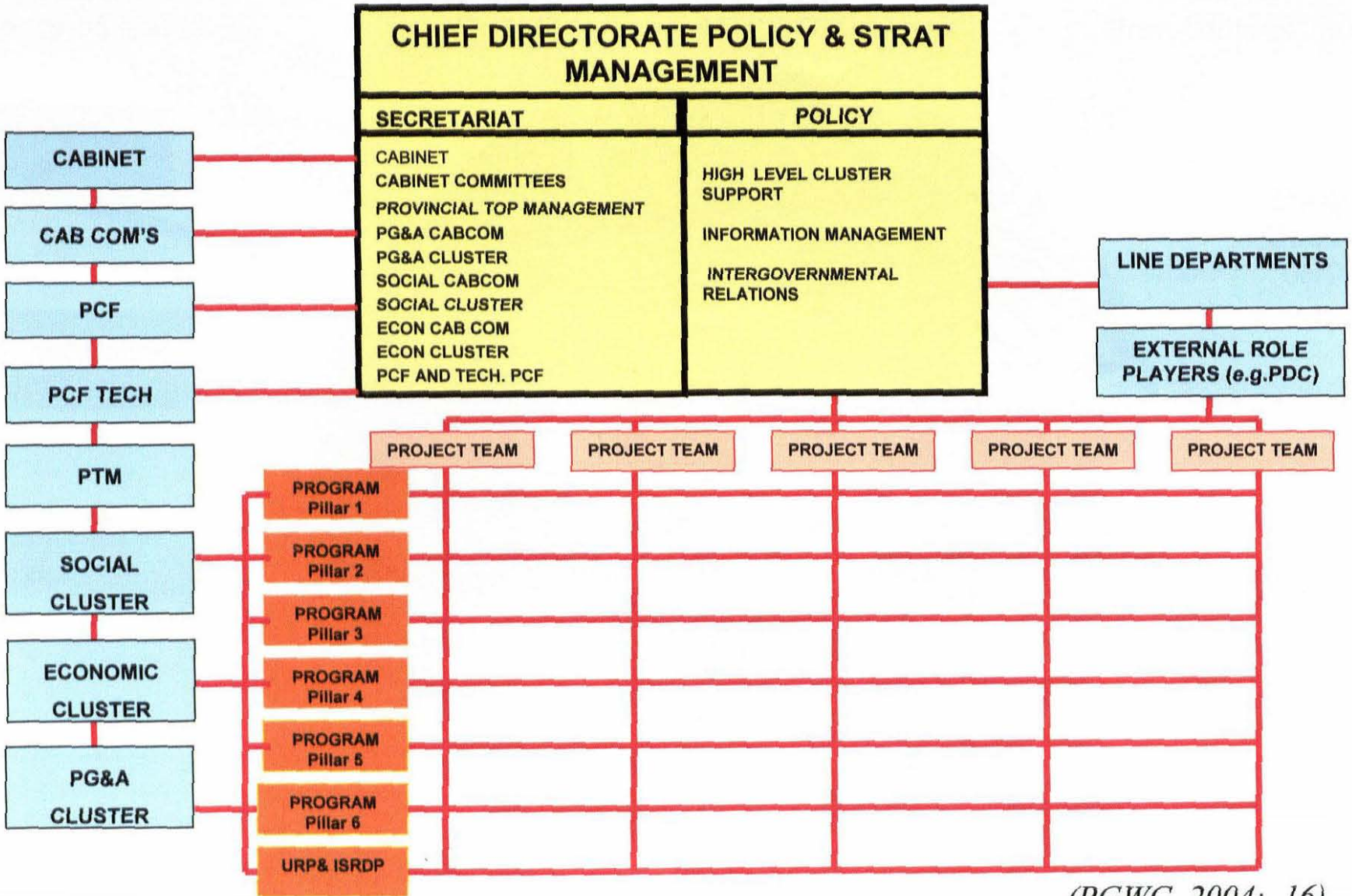
(PGWC, 2004: 11)

ANNEXURE 3.3: INTEGRATED PLANNING, BUDGETING AND SERVICE DELIVERY PROCESS



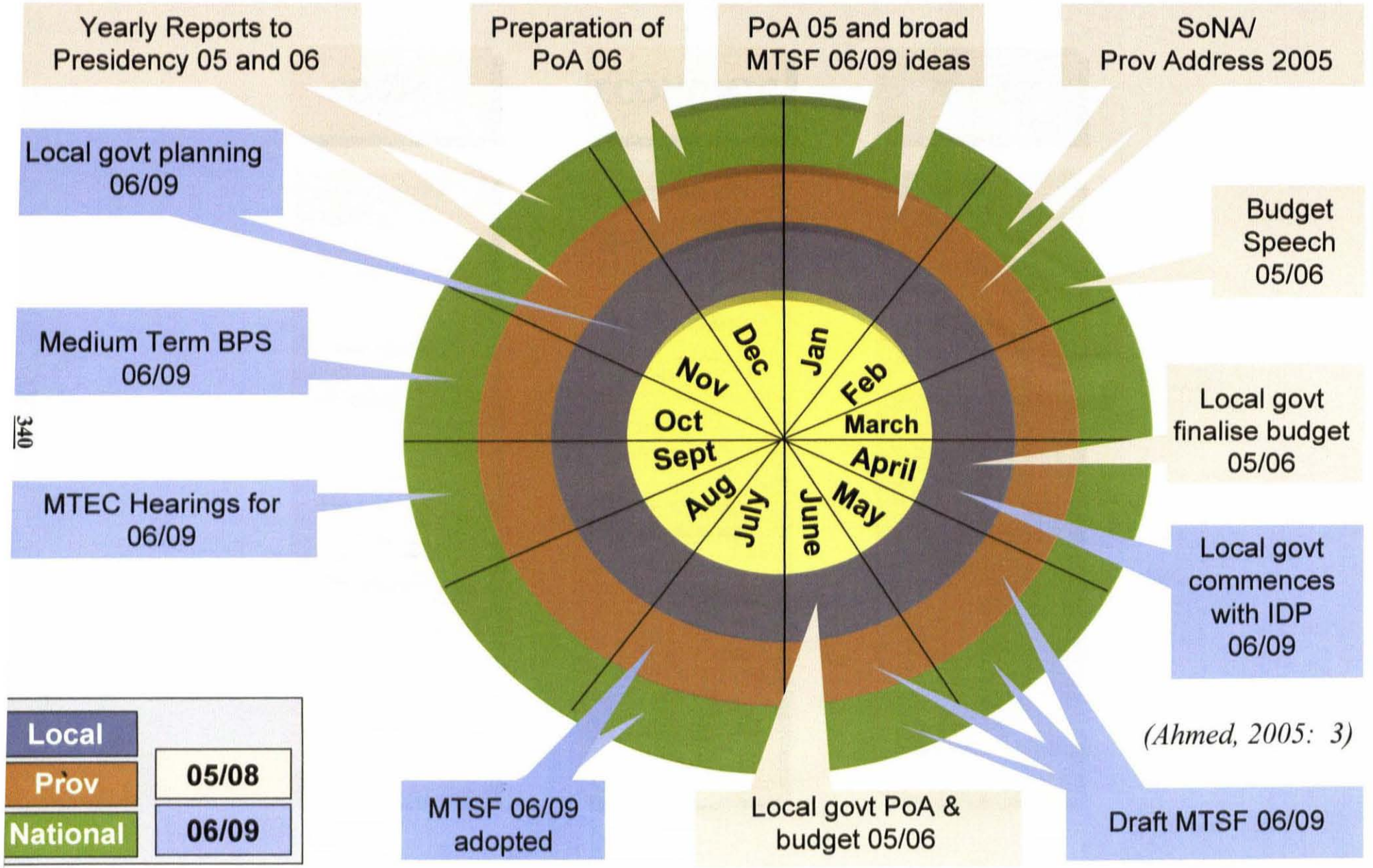
(PGWC, 2005: 9)

ANNEXURE 3.4: MODEL FOR THE OPERATIONALISATION OF CLUSTER SUPPORT



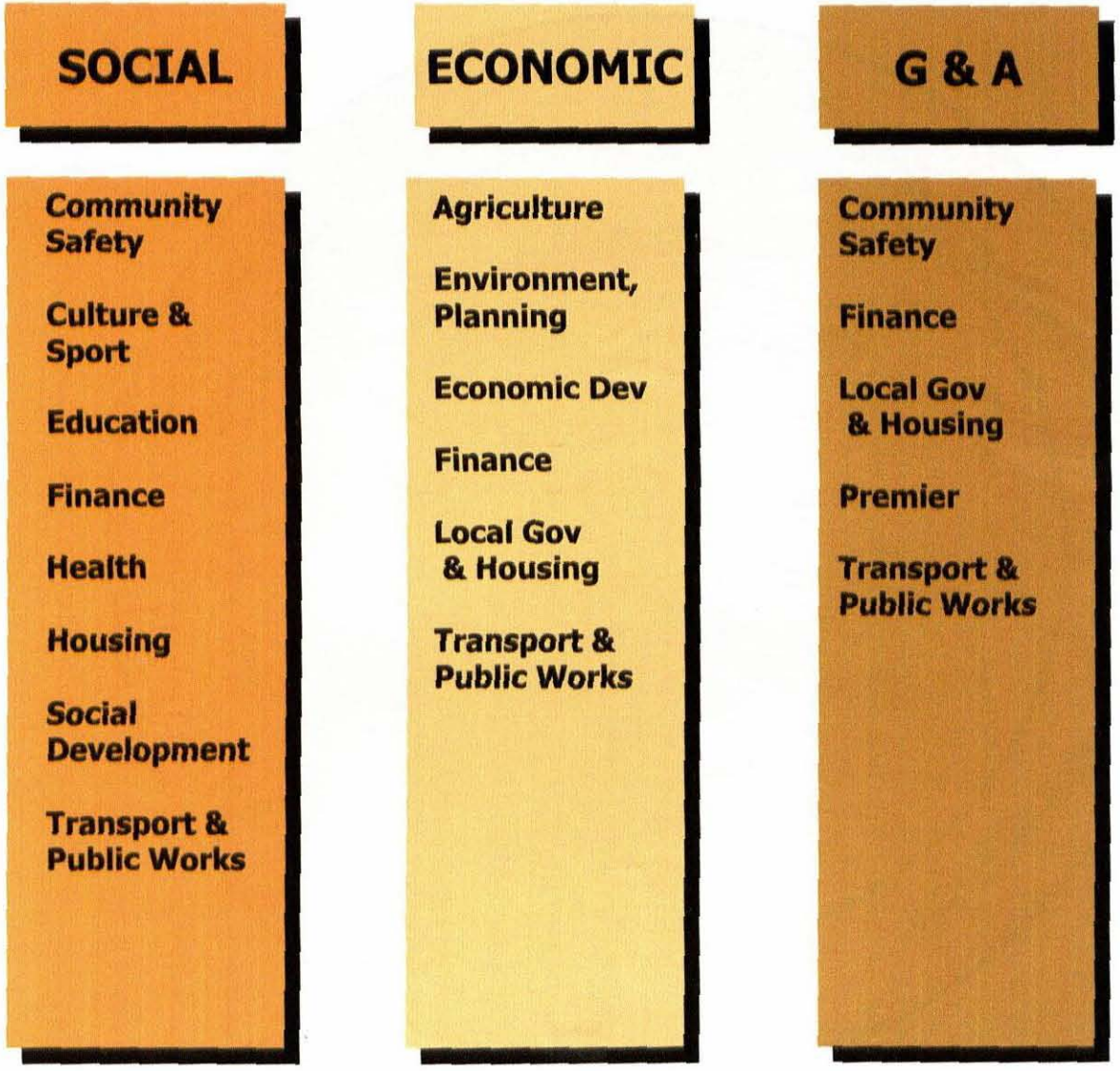
(PGWC, 2004: 16)

ANNEXURE 3.5: FRAMEWORK OF THE PLANNING CYCLE



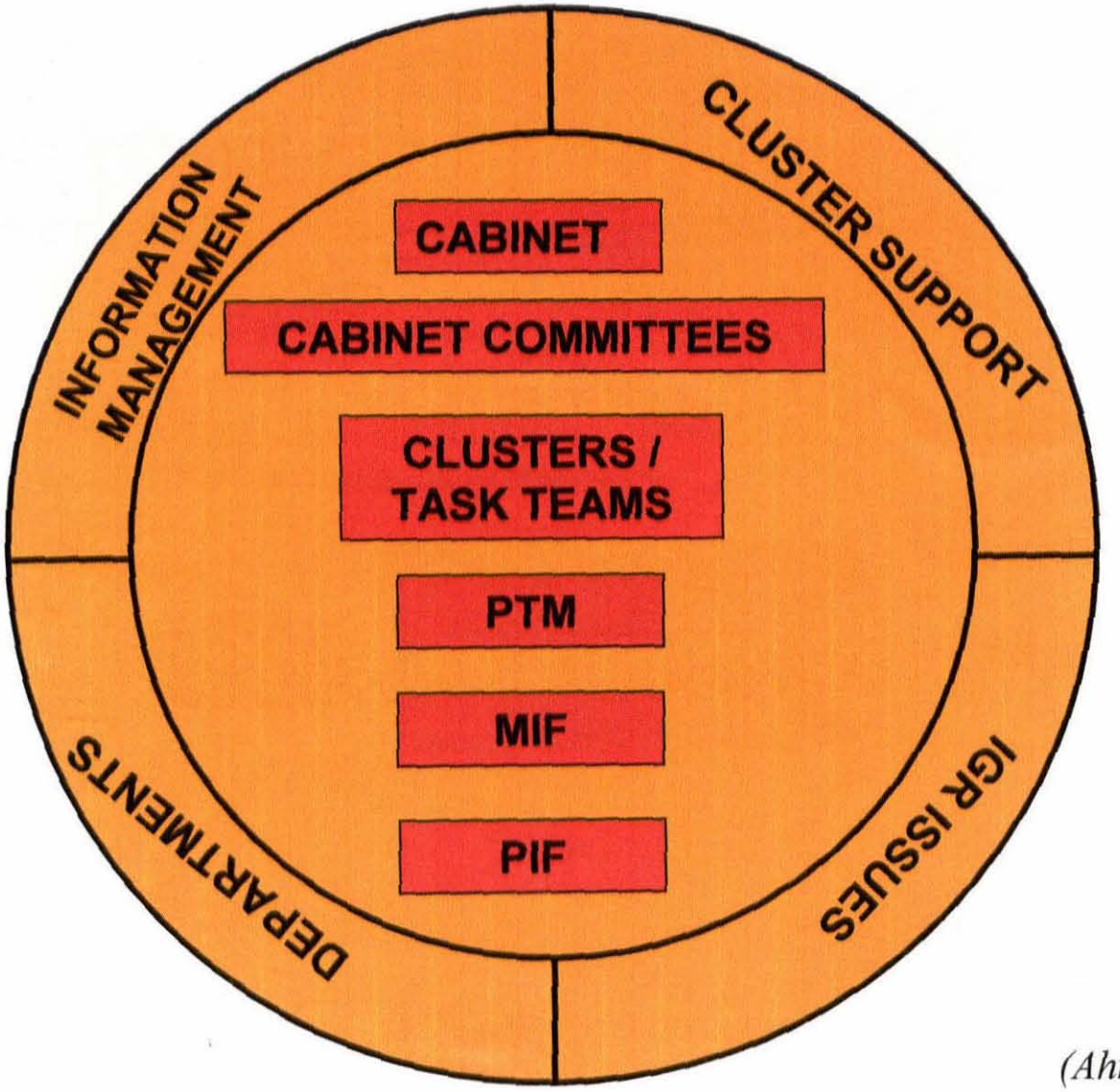
(Ahmed, 2005: 3)

FIGURE 3.1: CABINET COMMITTEES



(Ahmed, 2005: 8)

FIGURE 3.2: CRITICAL LINKAGES

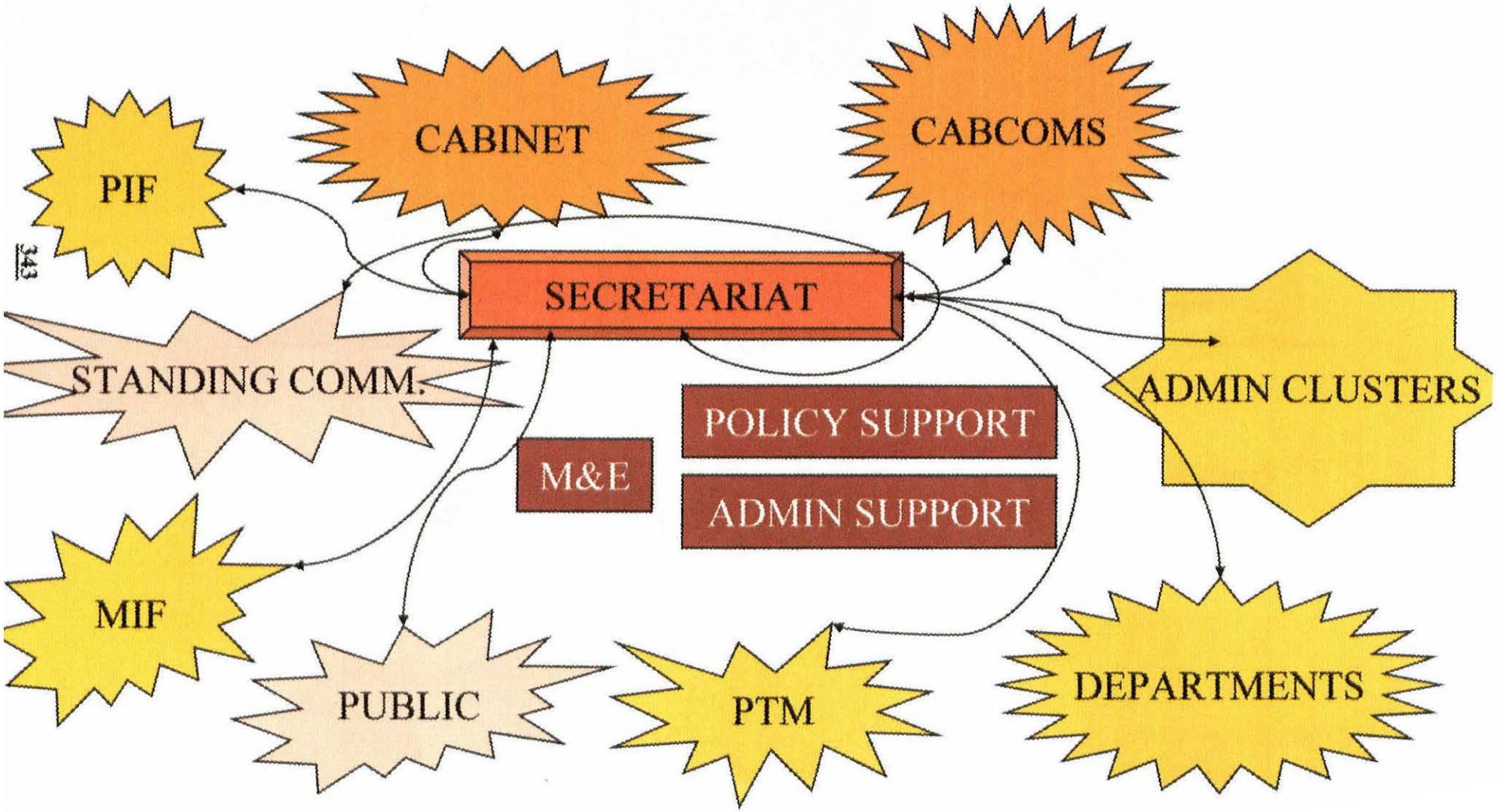


(Ahmed, 2005: 12)

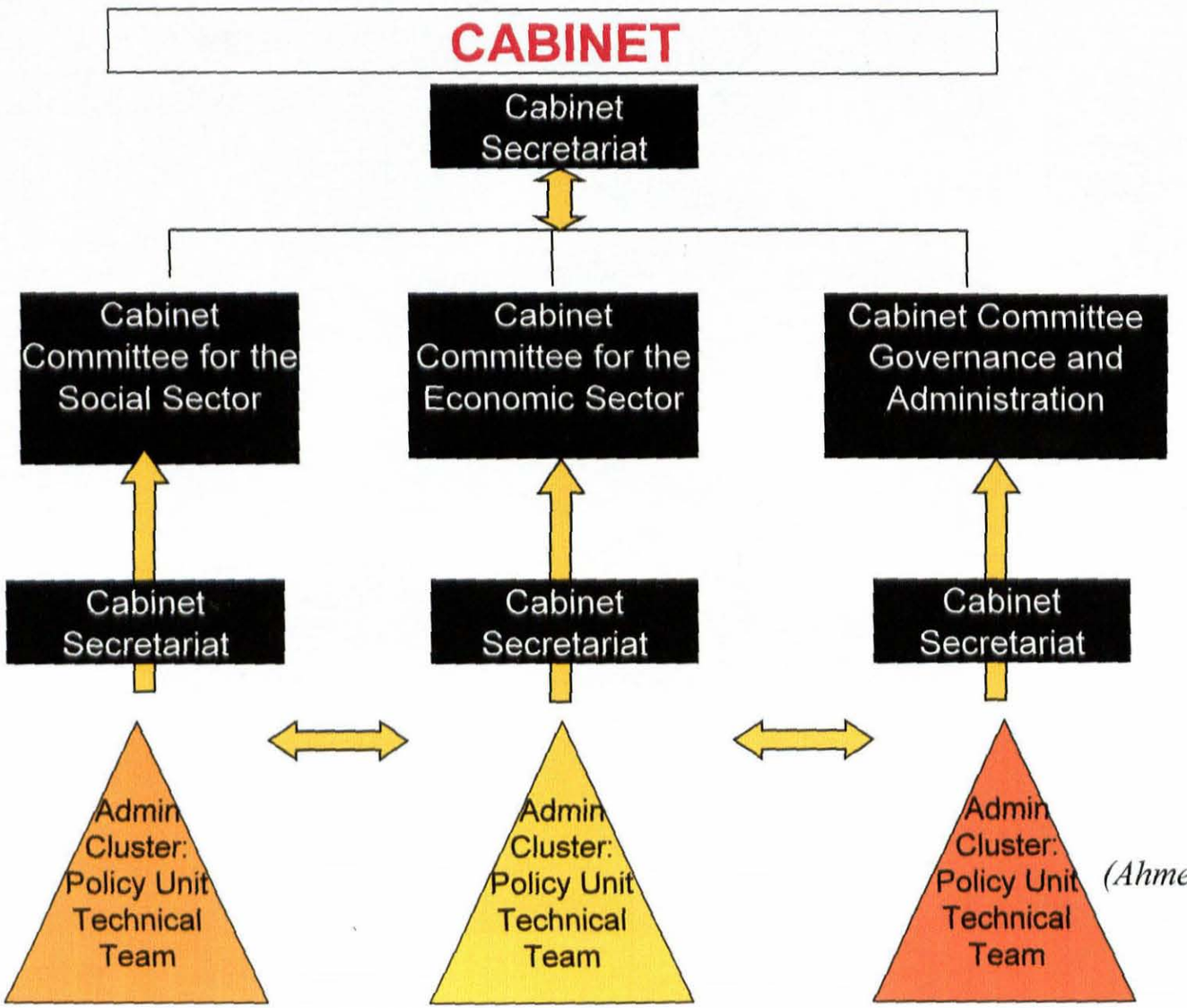
BUSINESS LABOUR CIVIL SOCIETY

PROVINCIAL DEVELOPMENT COUNCIL

ANNEXURE 3.6: THE ENVIRONMENT

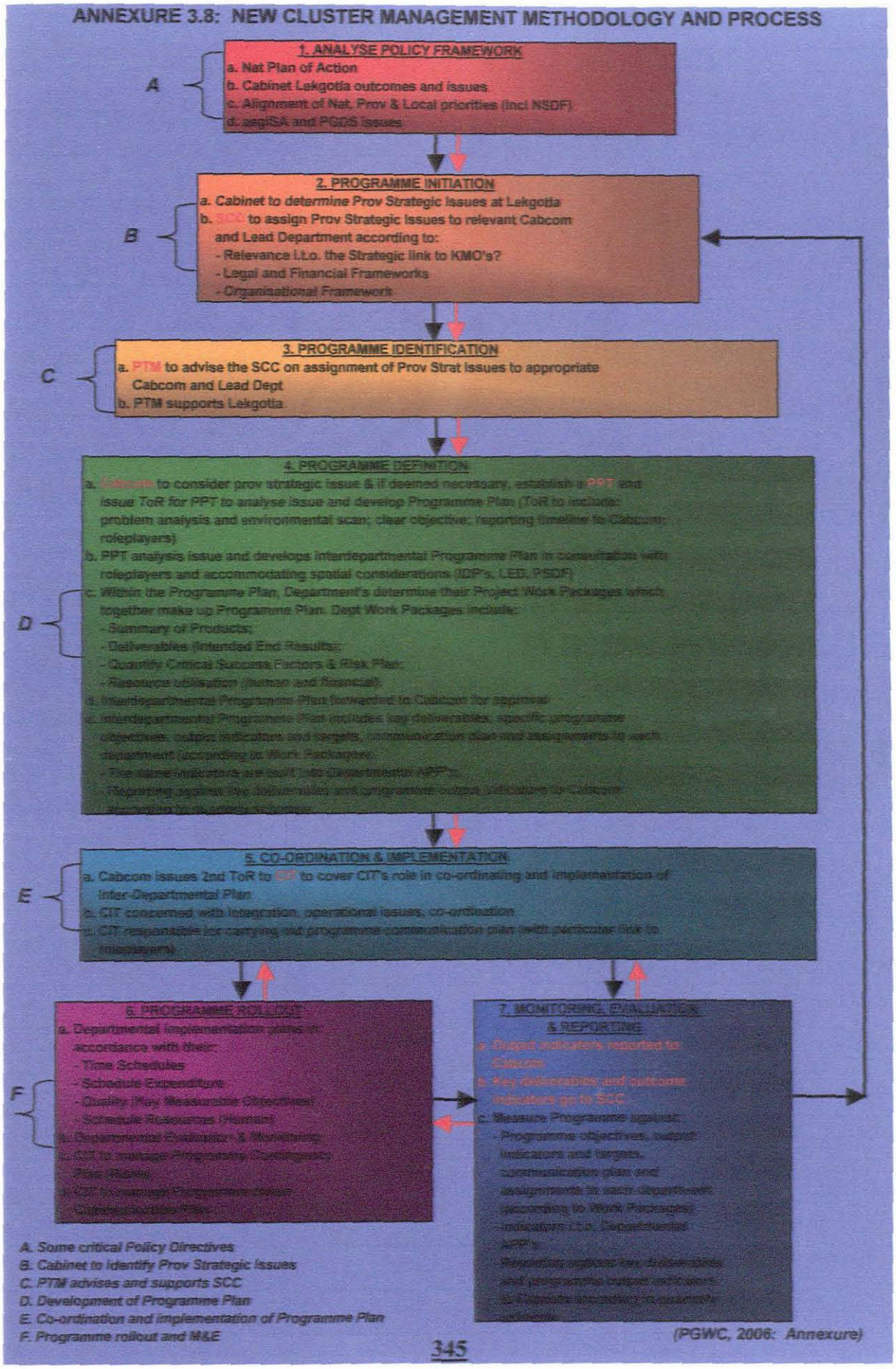


ANNEXURE 3.7: DECISION-MAKING MODEL



(Ahmed, 2005: 13)

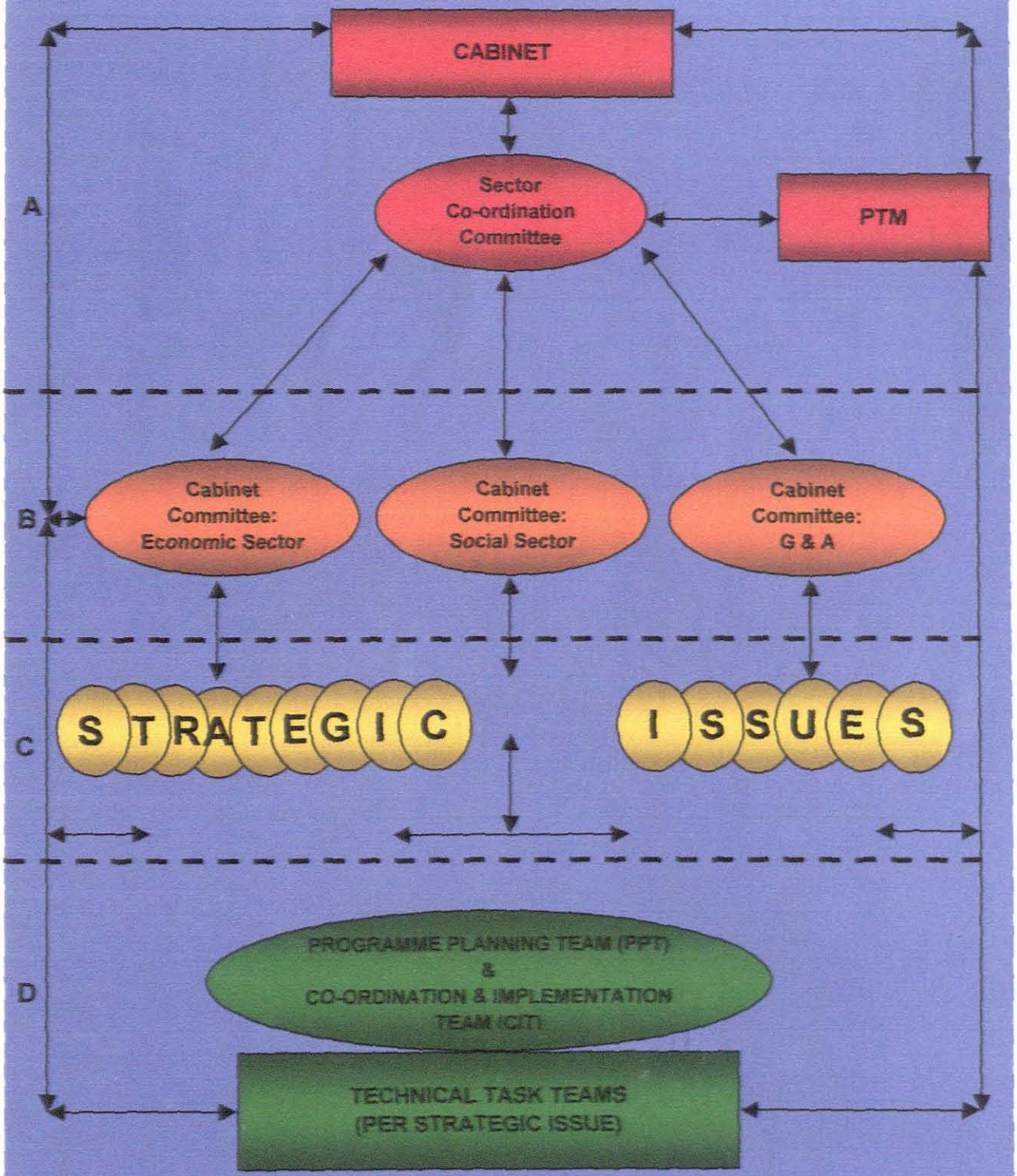
ANNEXURE 3.8: NEW CLUSTER MANAGEMENT METHODOLOGY AND PROCESS



A. Some critical Policy Directives
B. Cabinet to identify Prov Strategic Issues
C. PTM advises and supports SCC
D. Development of Programme Plan
E. Co-ordination and implementation of Programme Plan
F. Programme rollout and M&E

(PGWC, 2006: Annexure)

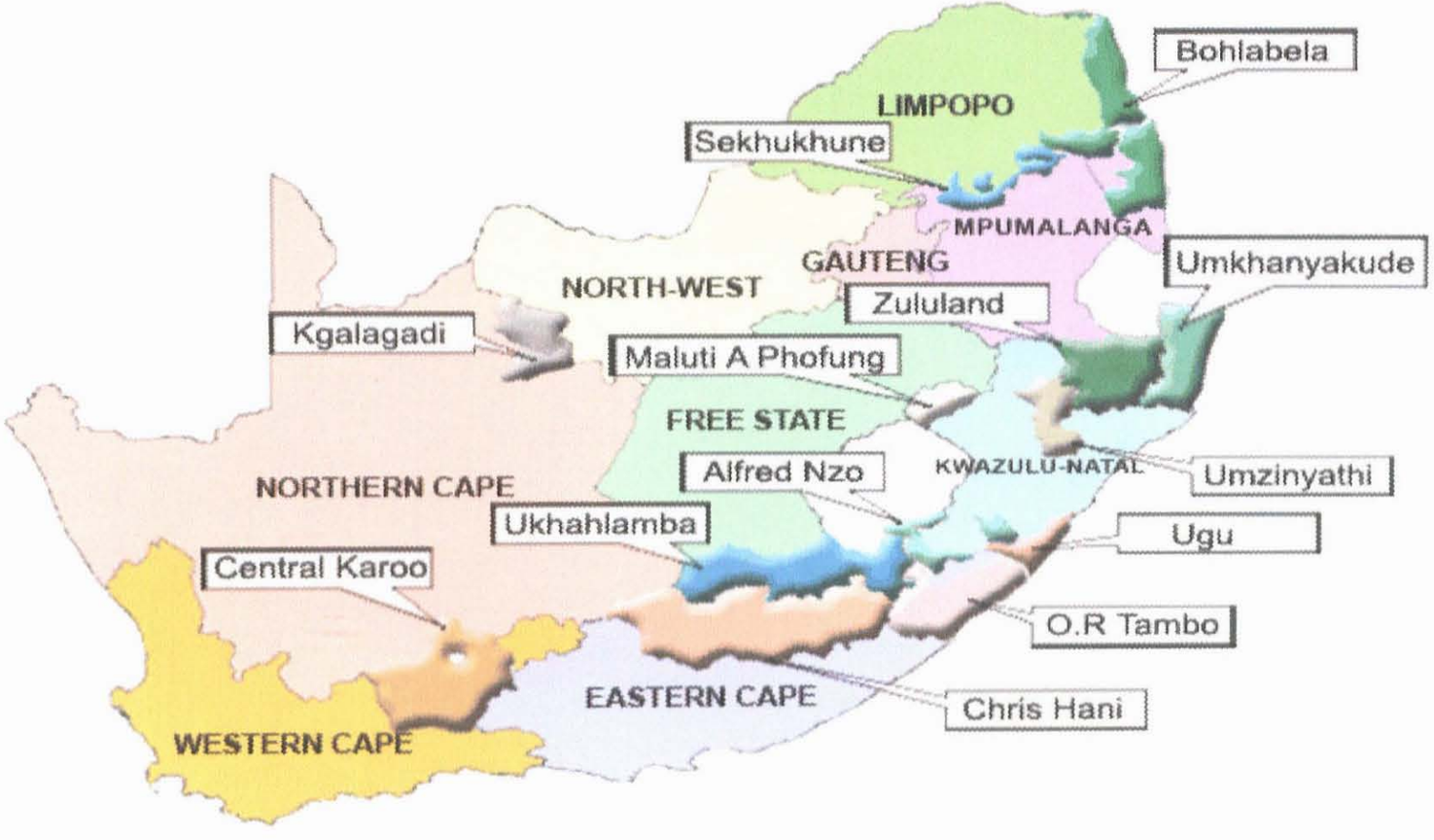
ANNEXURE 3.9: DIAGRAMMATIC MODEL TO ILLUSTRATE THE PROPOSED FRAMEWORK



A. INTEGRATION
B. SECTORAL
C. PROGRAMME DRIVEN
D. PROGRAMME ROLL-OUT

(PGWC, 2006: 3)

ANNEXURE 4.1: PRESIDENTIAL RURAL NODAL POINTS

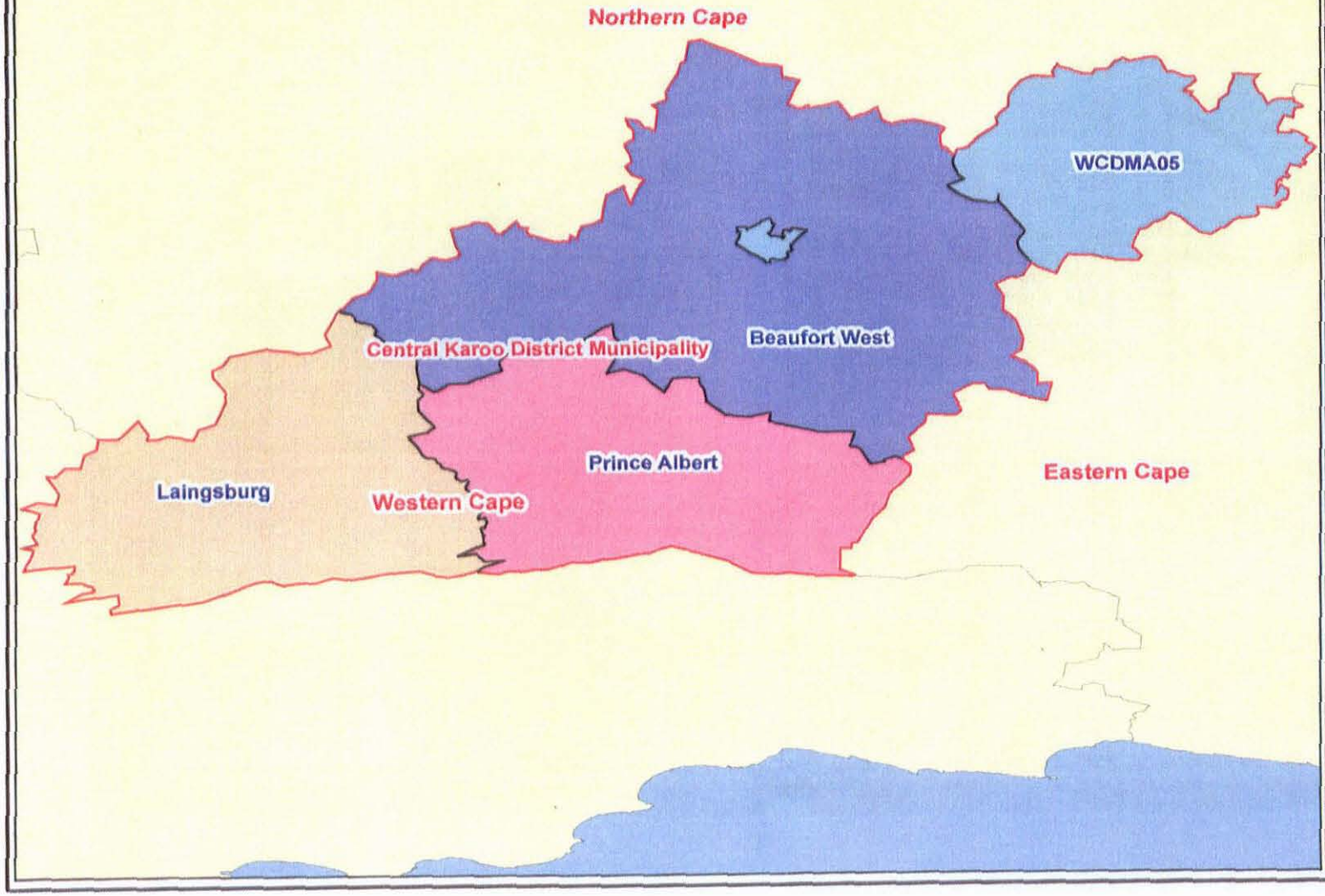


(South Africa, 2004: 15)

"ANNEXURE 4.2: Central Karoo Rural Nodal Point"

0 25 50 100 150 200

Kilometers



WESTERN CAPE PROVINCE

LOCALITY MAP: Cape Winelands District Munic

Legend

- Central_Karoo

Local_Municipalities

- Beaufort West
- Laingsburg
- Prince Albert
- WCDMA05
- SA_Provinces

Department of Environmental Affairs & Development Planning
Chief Directorate Development Planning
Sub-Directorate Information Services
4 Leeuwen Street
Private Bag X9086
Cape Town, 8000
Tel (021) 483-3988
Fax (021) 483-4440

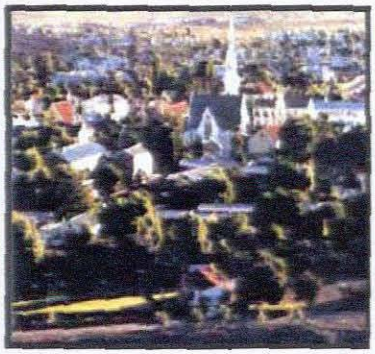
This map was compiled with ArcView GIS software:
ArcGIS9

Disclaimer:
The datasets used to compile this map were acquired from various sources of which the accuracy cannot be gartuanteed.

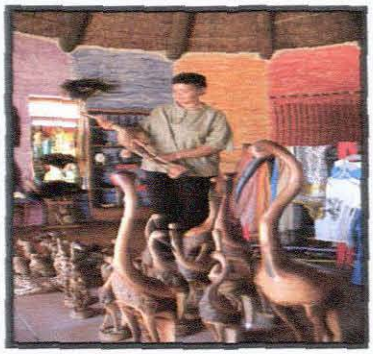
COMPILED BY:	DATE:
S. Damons	23/09/2005
PROJECT NAME: AVOO73_2005	FILE NAME: Central Karoo District Mun

ANNEXURE 4.3: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): BEAUFORT WEST *PHOTO GALLERY*

Beaufort West: town



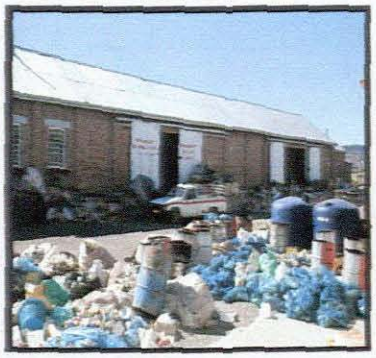
Arts and craft centre



Multi-purpose centre

All weather service bus route

Recycling project



Abbatoir

Hydroponics

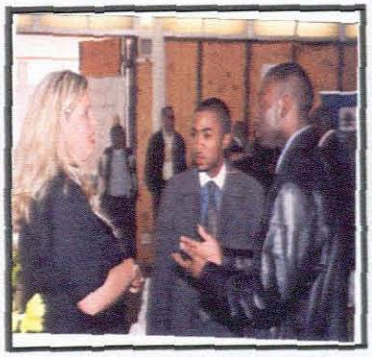
ANNEXURE 4.3: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): BEAUFORT WEST *PHOTO GALLERY*

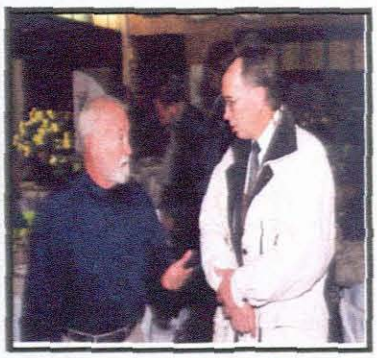
Sports stadium

Abbatoir

Business Opportunities Conference, 8-9 September 2004

Business Opportunities Conference, 8-9 September 2004

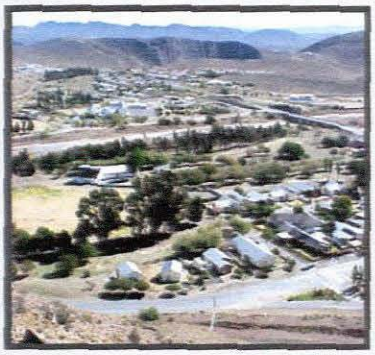




Essential oils

ANNEXURE 4.4: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): LAINGSBURG *PHOTO GALLERY*

Laingsburg: town and main street



Upgrading of main street

Upgrading of main street

Flood hiking trail

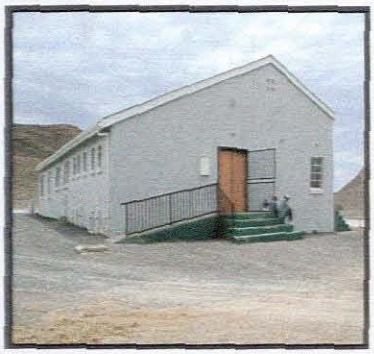
Multi-purpose centre

Goldenerville cemetery

Leather craft project

ANNEXURE 4.4: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): LAINGSBURG *PHOTO GALLERY*

Community Hall

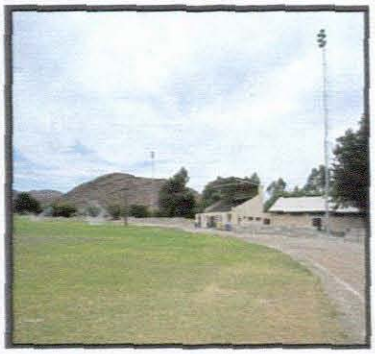


Housing project

Upgrading of roads

Upgrading of street lighting

Installation of lighting on sports field



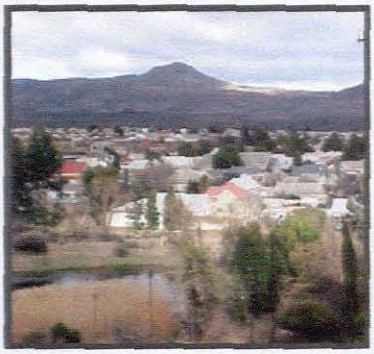
Upgrading of cemetery and wall of remembrance regarding the January 1981 flood

Rehabilitation of tarred roads

Flood tourism centre

ANNEXURE 4.5: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): MURRAYSBURG *PHOTO GALLERY*

Murraysburg: town



Geel mountain

Tourism route

Upgrading of park

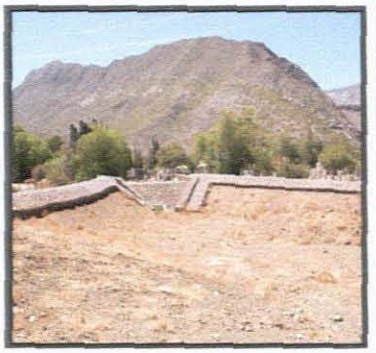
Combi-court and upgrading of sport facilities

Provincial ISRDP Programme Design Document (PDD) workshop, 15-16 November 2004

ANNEXURE 4.6: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): PRINCE ALBERT *PHOTO GALLERY*

Prince Albert: town and main street

Storm water drainage



Upgrading of municipal offices

Upgrading of roads

Leeu Gamka: storm water drainage

Building of a reservoir

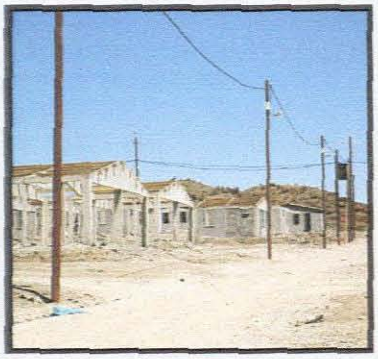
Prince Albert vegetable farm project (PAGOP)

ANNEXURE 4.6: INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP): PRINCE ALBERT *PHOTO GALLERY*

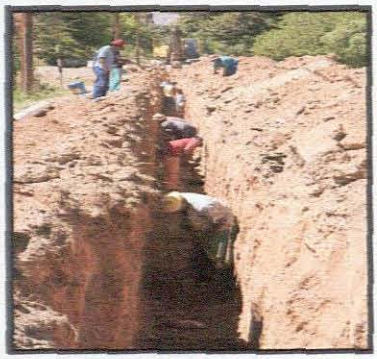
Vegetable garden project funded by Casidra

Housing project

Housing project



Sewerage system



ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO:
ANCHOR PROJECTS, 2001-2003

(PGWC, 2004: Annexure A)

PROJECT DISCRIPTION	TOTAL VALUE	COMMITED AMOUNT	SOURCE OF COMMITED FUNDS	SHORT FALL	AMOUNT REQUIRED: 2002-2003	AMOUNT REQUIRED 2003-2004	AMOUNT REQUIRED 2004-	PROJECT STATUS
Beaufort West: *All weather surface*	8 500 000	700 000 4 600 000	SANRA CMIP					Project is completed.
Beaufort West: *Tourism development* (Arts & Craft)	1 740 000	1 180 000 300 000	CMIP LED					*Phase 1 completed.*
Beaufort West: *Composting & Recycling*	600 000	300 000 300 000	LED DEAT					*Project in progress according to plan, expansion of current setup planned*
Beaufort West: *Multi-Purpose Centre*	7 500 000	2 000 000 600 000	*Social Service* ESKOM	4 900 000		2 450 000	2 450 000	*Tenders closed September 2003, phase 1 & 2 completed March 2004*
Prince Albert: *Bulk Infrastructure*	5 372 000	1 500 000 3 872 000	CMIP *Land Affairs*					Project on hold pending provincial dept application
Prince Albert: *Municipal Offices*	1 000 000	100 000 900 000	*Transitional grant* Municipality					*Project completed*
Prince Albert *Storm water drainage*	3 500 000	798 000	CMIP	2 702 000		1 500 000	1 202 000	*Implementation from October 2002. Cimpleted March 2004*
Prince Albert (Leeu-Gamka) *Storm water drainage*	1 700 000	800 000	CMIP	900 000		500 000	400 000	*Project in implementation phase. Expected duration until 2004*

ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO: ANCHOR PROJECTS, 2001-2003

PROJECT DISCRIPTION	TOTAL VALUE	COMMITED AMOUNT	SOURCE OF COMMITED FUNDS	SHORT FALL	AMOUNT REQUIRED: 2002-2003	AMOUNT REQUIRED 2003-2004	AMOUNT REQUIRED 2004-2005	PROJECT STATUS
Prince Albert: *Main sewer pipeline*	1 050 000	718 000 332 000	CMIP CIMP					*Project Completed*
District *Primary Health*	800 000	800 000	*Health*					*Project started and is continuous*
Murraysburg: *Bulk Services and 200 houses + All weather surface: Busroute*	6 245 000	1 925 000 3 520 000 800 000	CMIP *Land Affairs* SANRA					*Busroute completed. Planning completed, project not started due to source of funding. Proposal for funding to Dept of Housing*
Murraysburg: "Combi-Court" *Combi-court and upgrading of sport facilities*	950 000	430 000 500 000	NGO: SCORE Sport & Recreation					*Phase 1 completed and Phase 2 (final) in implementation and nearing completion.*
Laingsburg: *Flood Hiking trail*	1 617 000	117 000 1 500 000	LED DEAT					*Phase 1 completed and Phase 2 will start on completion of EIA. Completion possible by October 2004*
Laingsburg: *Multi Purpose Centre*	6 358 465	1 624 255 1 500 000 368 000	*Social Service* ESKOM All pay	2 725 284		1 000 000	1 725 284	*Project is implementation phase but still need funding to complete.*
Beaufort West: *Lighting and Storm Water Infrastructure*	1900 000	1 900 000	CMIP					*Project is completed*
TOTAL	48 832 465	34 011 255		11 227284		5 450 000	5 777 284	

ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO: PIORITY PROJECTS, 2003/2004

(PGWC, 2004: Annexure B)

Multi-purpose Centre	4 500 000
Indented Parking	800 000
Parks	500 000
Merweville , Nelspoort: Housing	3 000 000
Merweville, Nelspoort : Fire Fighting Service	300 000
Merweville, Nelspoort: T V reception	1 200 000
Hydroponics	460 000
Kwa Mandlenkosi: Mini-Market & Plaza (SMME sentrum / Centre)	3 200 000

High Mast Lightning	360 000

DISTRIKSWYE PROJEK / DISTRICT WIDE PROJECT	
District Sport Facility	16 800 000

Murraysburg

Beaufort West

Laingburg : Bulk Services: Housing	8 000 000
Matjiesfontein: Bulk Services: Housing	3 500 000
Multi –purpose Centre	2 900 000
Upgrading of Main Street	1 200 000
Vehicle Testing Centre	4 400 000
Community Garden	3 600 000

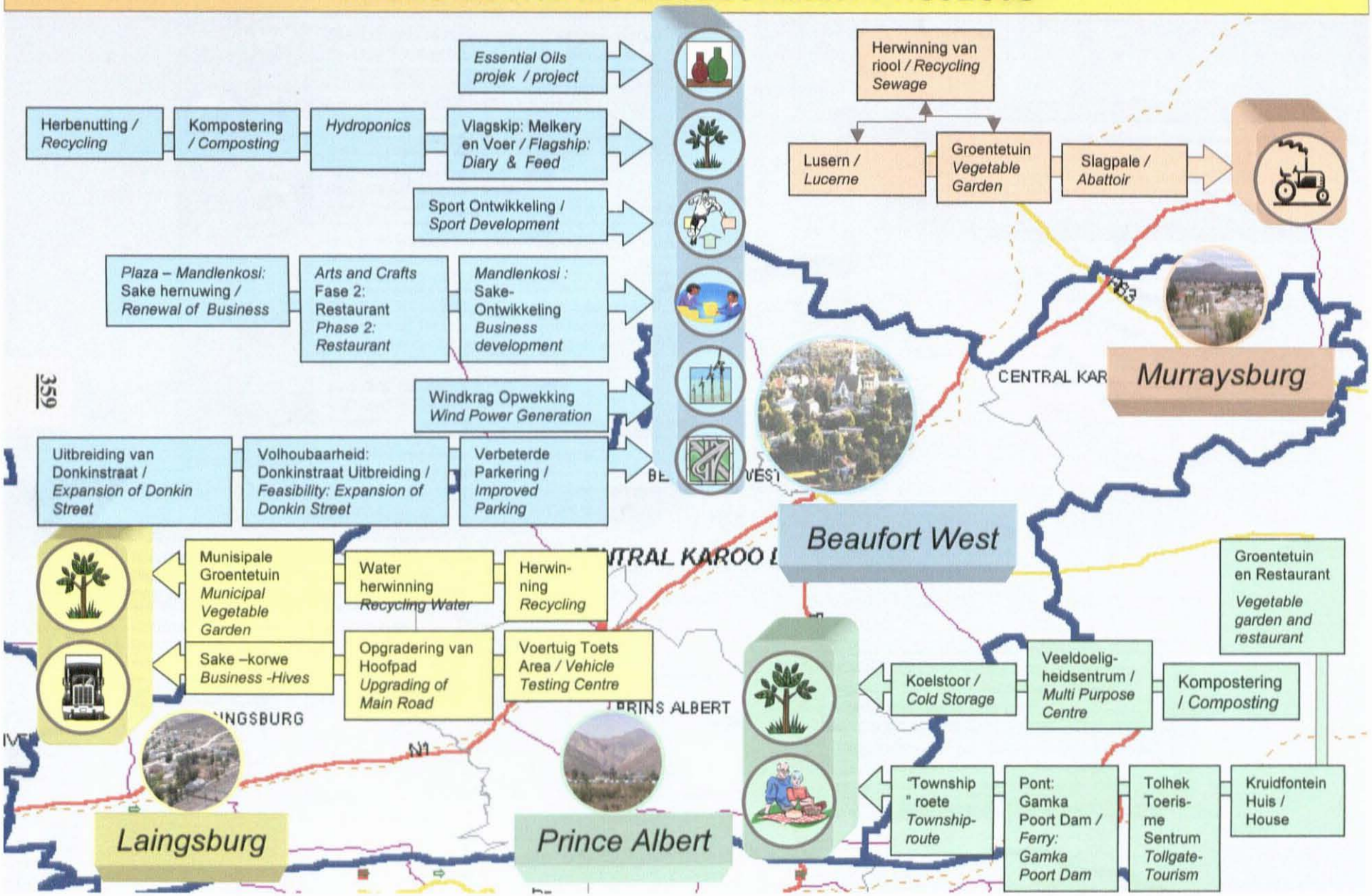
Laingsburg

Leeu Gamka, Klaarstroom: Bulk Services	2 000 000
Klaarstroom: Water Provision	434 000
Leeu Gamka: Sewerage	750 000
Emerging Farmers	
Cold storage	6 000 000
Multi-purpose Centre	1 500 000

Prince Albert

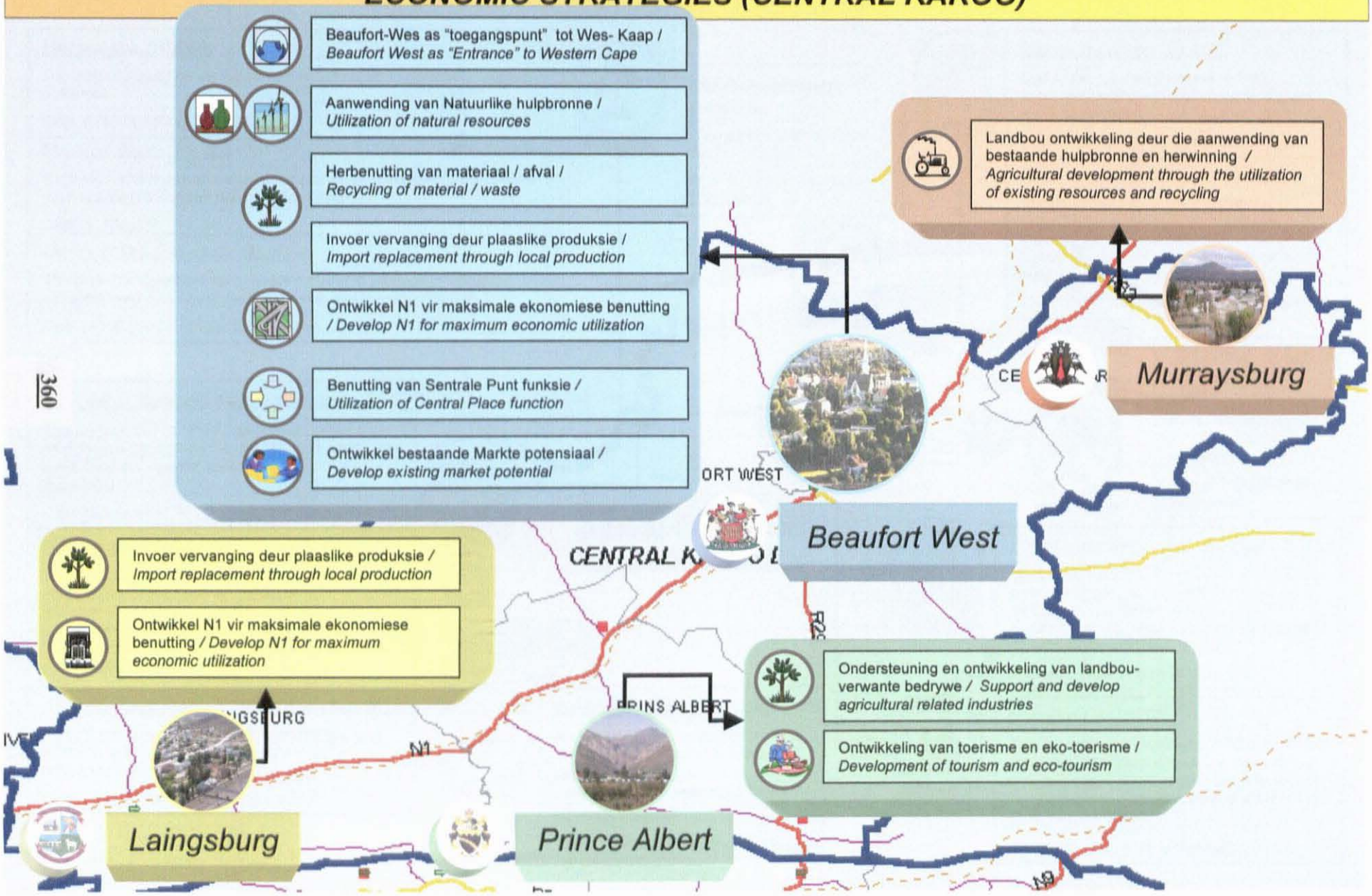
ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO: MACRO ECONOMIC DEVELOPMENT PROJECTS

(PGWC, 2004: Annexure C)

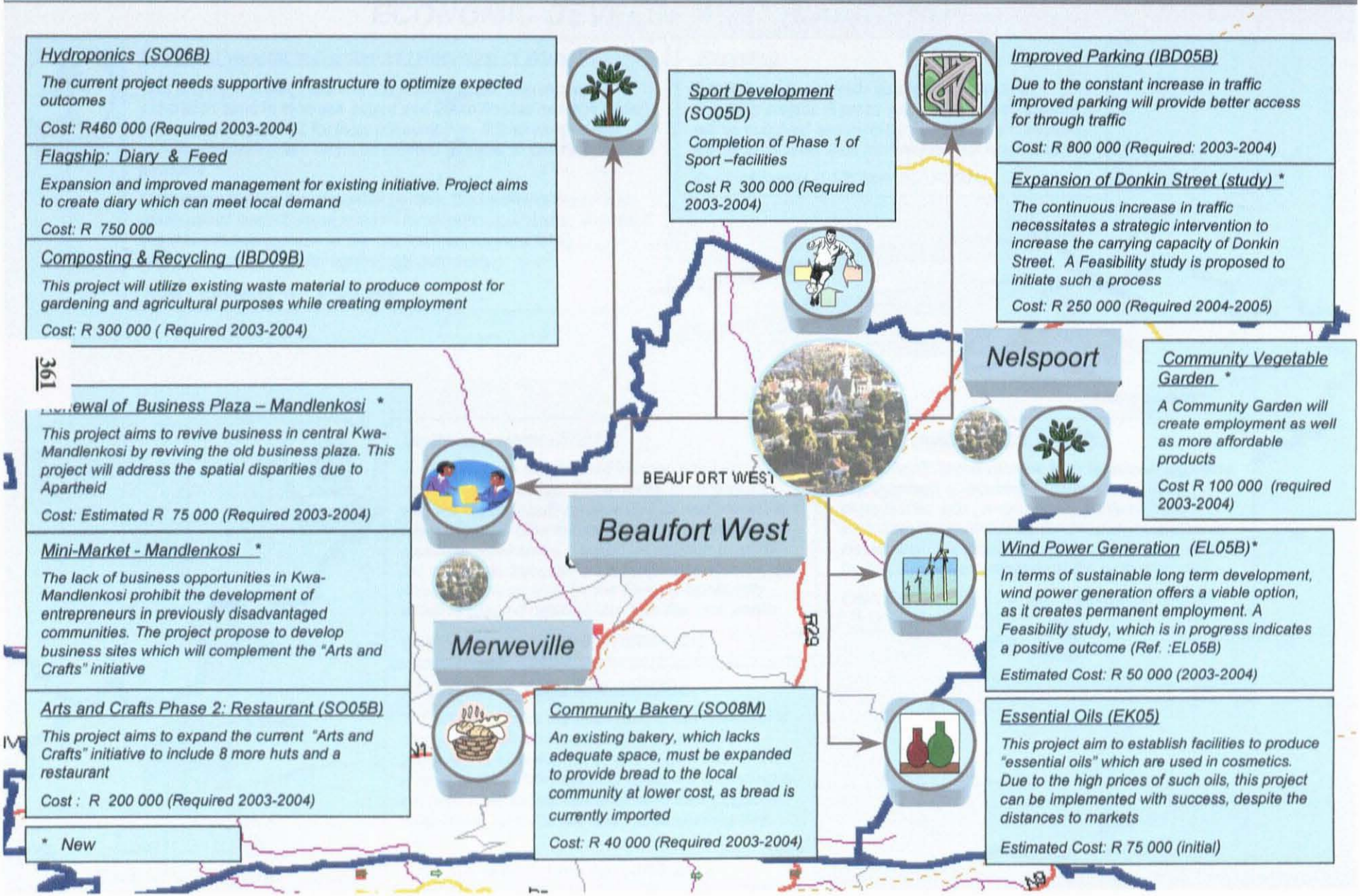


ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO:

ECONOMIC STRATEGIES (CENTRAL KAROO)

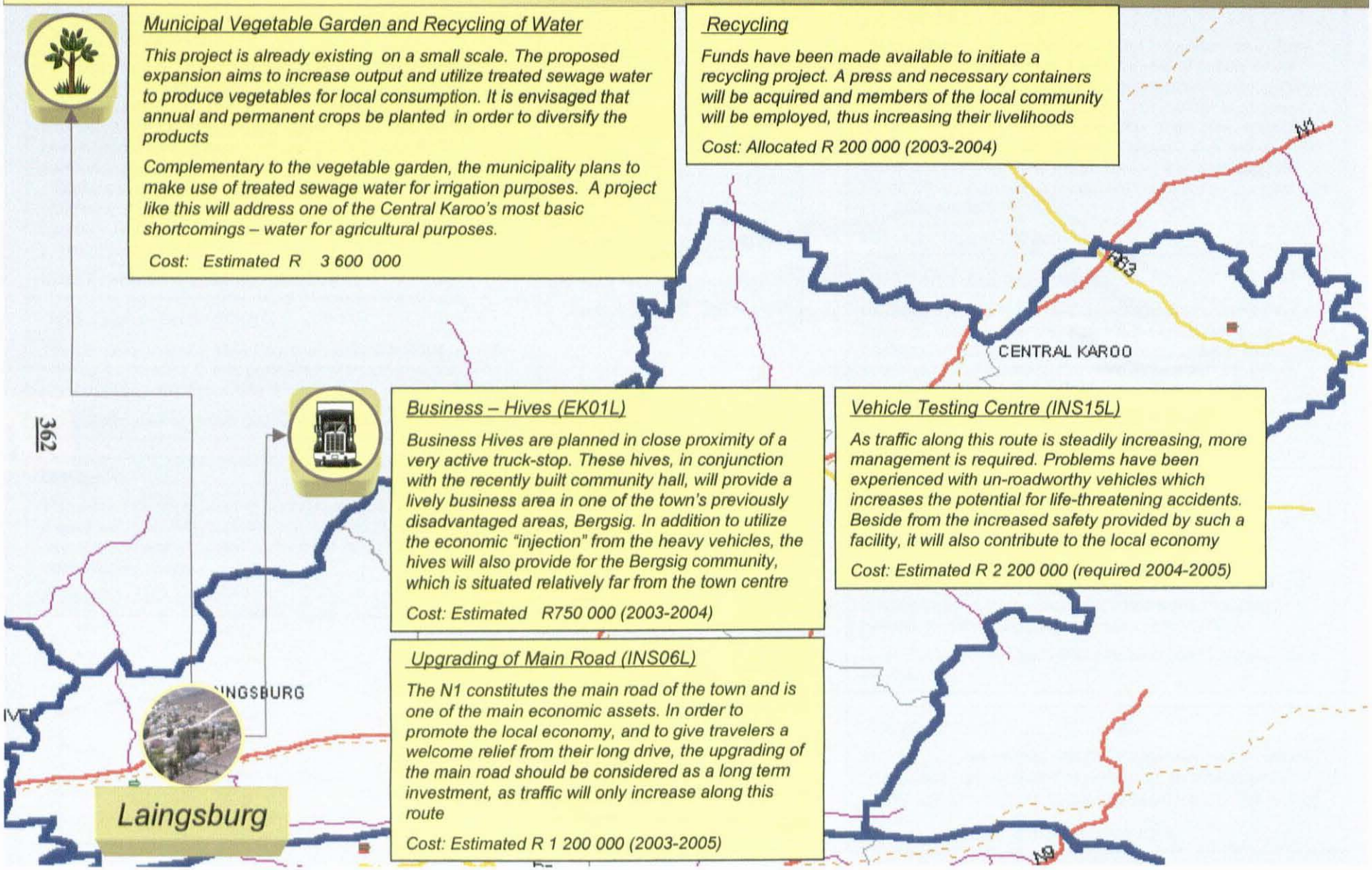


ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO: ECONOMIC DEVELOPMENT (BEAUFORT WEST)



ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO:

ECONOMIC DEVELOPMENT (LAINGSBURG)



Municipal Vegetable Garden and Recycling of Water

This project is already existing on a small scale. The proposed expansion aims to increase output and utilize treated sewage water to produce vegetables for local consumption. It is envisaged that annual and permanent crops be planted in order to diversify the products

Complementary to the vegetable garden, the municipality plans to make use of treated sewage water for irrigation purposes. A project like this will address one of the Central Karoo's most basic shortcomings – water for agricultural purposes.

Cost: Estimated R 3 600 000

Recycling

Funds have been made available to initiate a recycling project. A press and necessary containers will be acquired and members of the local community will be employed, thus increasing their livelihoods

Cost: Allocated R 200 000 (2003-2004)

Business – Hives (EK01L)

Business Hives are planned in close proximity of a very active truck-stop. These hives, in conjunction with the recently built community hall, will provide a lively business area in one of the town's previously disadvantaged areas, Bergsig. In addition to utilize the economic "injection" from the heavy vehicles, the hives will also provide for the Bergsig community, which is situated relatively far from the town centre

Cost: Estimated R750 000 (2003-2004)

Vehicle Testing Centre (INS15L)

As traffic along this route is steadily increasing, more management is required. Problems have been experienced with un-roadworthy vehicles which increases the potential for life-threatening accidents. Beside from the increased safety provided by such a facility, it will also contribute to the local economy

Cost: Estimated R 2 200 000 (required 2004-2005)

Upgrading of Main Road (INS06L)

The N1 constitutes the main road of the town and is one of the main economic assets. In order to promote the local economy, and to give travelers a welcome relief from their long drive, the upgrading of the main road should be considered as a long term investment, as traffic will only increase along this route

Cost: Estimated R 1 200 000 (2003-2005)

ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO:

ECONOMIC DEVELOPMENT (PRINCE ALBERT)

Cold Storage (EO1)

This high impact project referred to as the "Cold Storage" Project, actually comprises of a variety of integrated initiatives, which will contribute to the long term establishment of approximately 200 employment opportunities. The project aims to establish a cold-storage facility which will benefit the surrounding farming community. In addition to this, secondary initiatives aimed at the processing of agricultural products, like chutney and jams, will support the facility. A feasibility study is currently underway, and prospects are looking promising in terms of sustainability.

Cost: Estimated: R 6 000 000 (2003-2005)

Multi Purpose Centre (IO&K1)

The development of a Multi Purpose centre which will provide training for persons to empower them manage and run the Cold-storage and other projects .

Cost: Estimated: R 3 000 000 (2003-2005)

Composting*

This project involves utilizing sewage and solid waste. This project will contribute to environmentally sustainable development and given the agricultural sector, can be economically viable.

R 180 000 (2003-2004)

Kruidfontein House

The well known Kruidfontein house will be upgraded to facilitate more tourism interest. Training initiatives will also form part of this project, in order to promote this attraction

Cost: R 800 000 (2003-2004)

Township-route (EO6)

Prince Albert is experiencing a bloom in tourism, as it offers the Karoo vastness coupled with the natural beauty of the Swartberg-mountains. In order to expand the tourism potential of the town, a township-route, aimed at tourism is proposed. Tourism is currently mainly aimed the "dorp" area, while the rest of the town is neglected in this regard. This initiative will contribute significantly to the promotion and expansion of Route 62, an emerging tourism route connecting the town with the Little Karoo.

Estimated Cost R 750 000

Ferry: Gamka Poort Dam (EO2)

As tourism is one of the most significant economic sectors in the area, this potential should be actively promoted, as tourism and eco-tourism offer sustainable and environmentally sound growth. The development of a Ferry service at the Gamka-Poort Dam will contribute to the above, and strengthen tourism linkages with Route 62 and the Little Karoo

Estimated Cost: R 700 000

Swartberg "Tolhuis" Tollgate-Tourism*

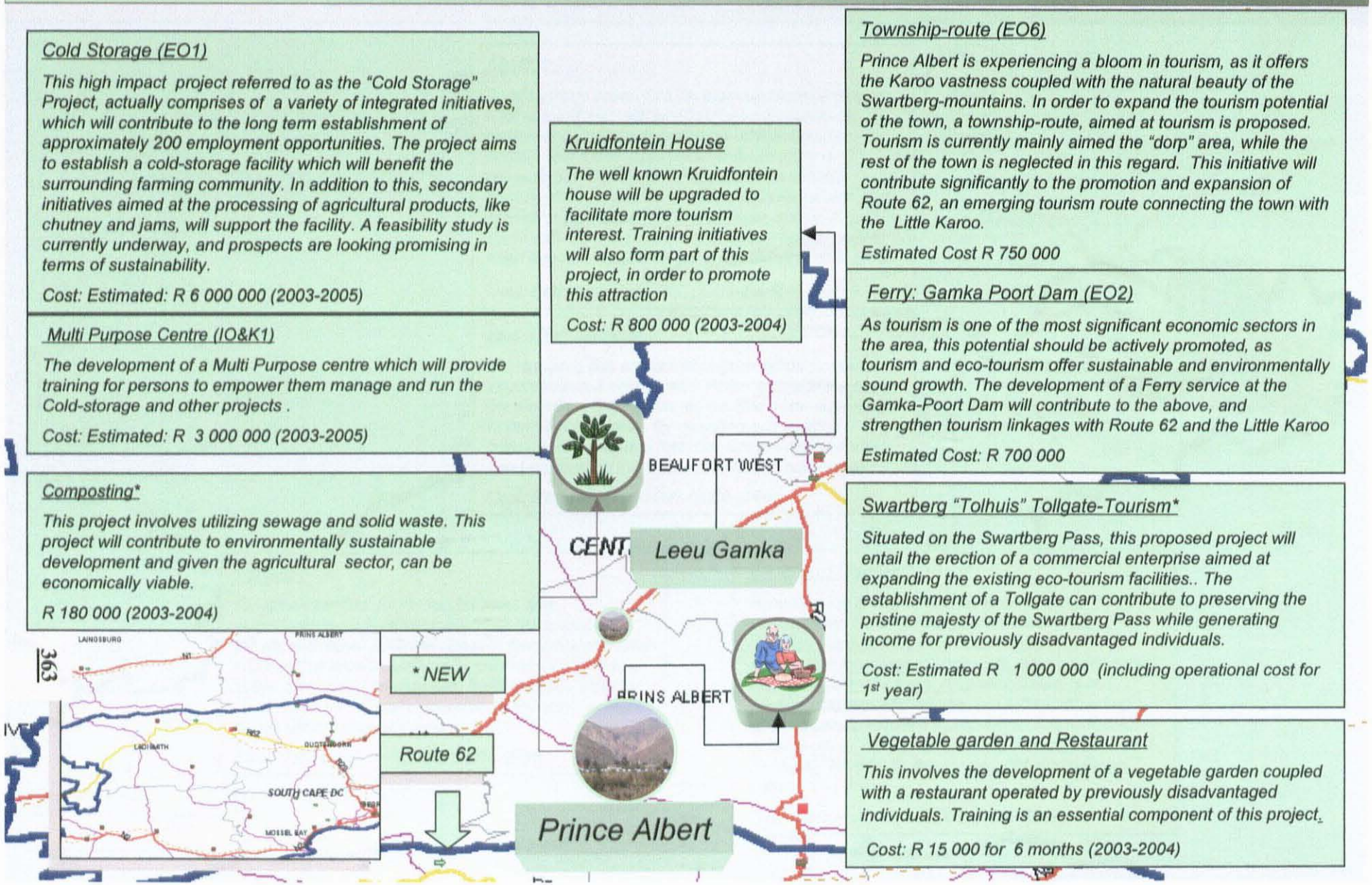
Situated on the Swartberg Pass, this proposed project will entail the erection of a commercial enterprise aimed at expanding the existing eco-tourism facilities.. The establishment of a Tollgate can contribute to preserving the pristine majesty of the Swartberg Pass while generating income for previously disadvantaged individuals.

Cost: Estimated R 1 000 000 (including operational cost for 1st year)

Vegetable garden and Restaurant

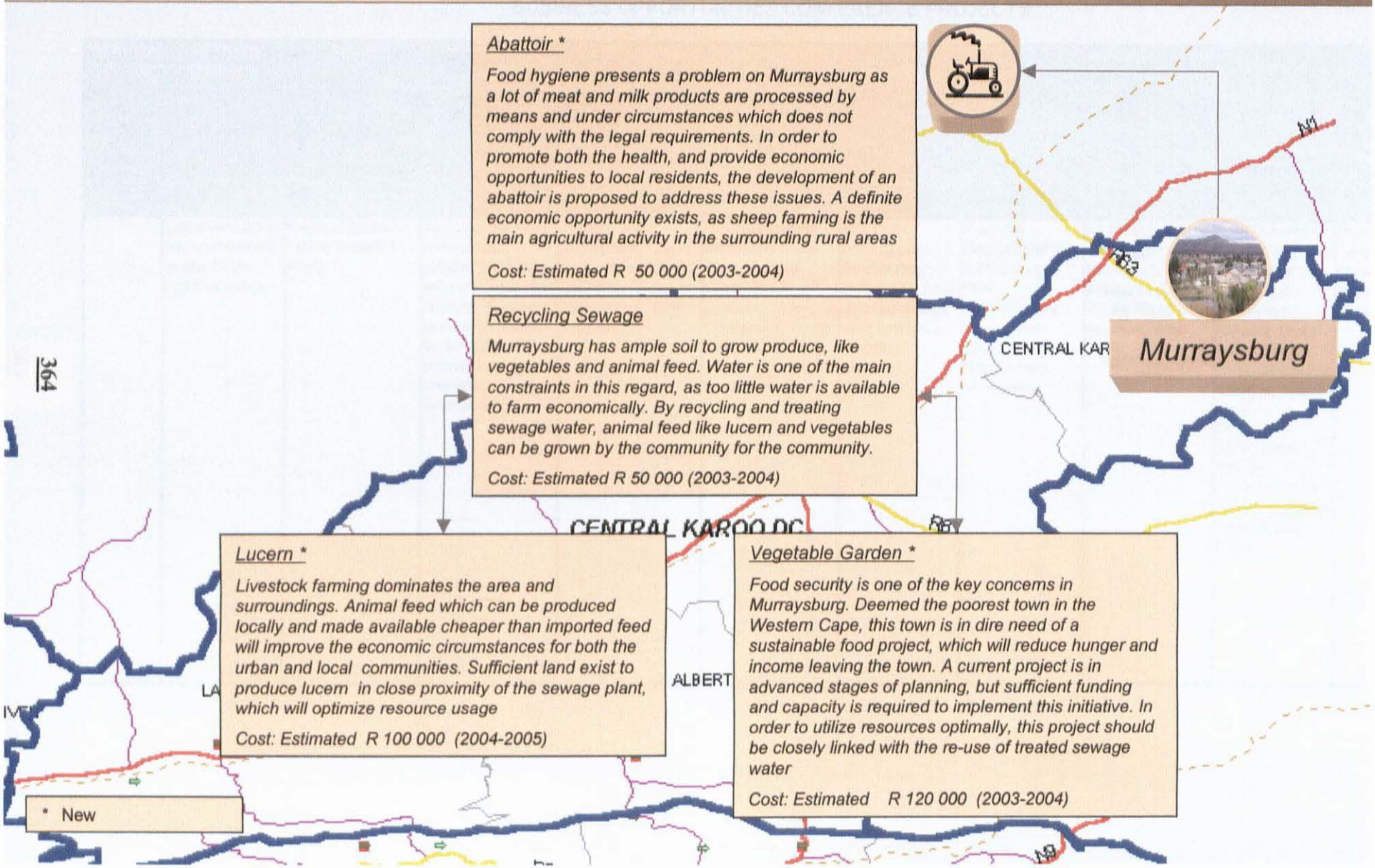
This involves the development of a vegetable garden coupled with a restaurant operated by previously disadvantaged individuals. Training is an essential component of this project.

Cost: R 15 000 for 6 months (2003-2004)



ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO:

ECONOMIC DEVELOPMENT (MURRAYSBURG DMA)



*Abattoir **

Food hygiene presents a problem on Murraysburg as a lot of meat and milk products are processed by means and under circumstances which does not comply with the legal requirements. In order to promote both the health, and provide economic opportunities to local residents, the development of an abattoir is proposed to address these issues. A definite economic opportunity exists, as sheep farming is the main agricultural activity in the surrounding rural areas

Cost: Estimated R 50 000 (2003-2004)

Recycling Sewage

Murraysburg has ample soil to grow produce, like vegetables and animal feed. Water is one of the main constraints in this regard, as too little water is available to farm economically. By recycling and treating sewage water, animal feed like lucern and vegetables can be grown by the community for the community.

Cost: Estimated R 50 000 (2003-2004)

*Lucern **

Livestock farming dominates the area and surroundings. Animal feed which can be produced locally and made available cheaper than imported feed will improve the economic circumstances for both the urban and local communities. Sufficient land exist to produce lucern in close proximity of the sewage plant, which will optimize resource usage

Cost: Estimated R 100 000 (2004-2005)

*Vegetable Garden **

Food security is one of the key concerns in Murraysburg. Deemed the poorest town in the Western Cape, this town is in dire need of a sustainable food project, which will reduce hunger and income leaving the town. A current project is in advanced stages of planning, but sufficient funding and capacity is required to implement this initiative. In order to utilize resources optimally, this project should be closely linked with the re-use of treated sewage water

Cost: Estimated R 120 000 (2003-2004)

ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO: BUSINESS OPPORTUNITIES CONFERENCE PROJECTS

Ref Number	IDP / Nodal Challenges	Project	Objective of the project	Project Linkages	Expected Impact / Outcomes	Targeted Beneficiaries	Stakeholder Contribution			Status / Progress
							Current / already involved	Contribution	Potential Stakeholders	
Central Karoo District Municipality										
L 1	Lack of recreational and developmental facilites for the region as a whole.	**Regional Sports Facility (Beaufort West).**	To engage the youth in meaningful activities to get them away of crime related activities. Provision of recreational activities for the region. To promote local economic development.	Tourism; Skills development; Business development (SMME's); Youth Development; Water Recycling.	Increased Tourism; Increased Revenue Base; Reduced Crime; Social Cohesion; Skills Development; Health & Fitness.	60% Youth including girls; Beaufort West Municipality; Small Scale Businesses; Sport Federations; Schools.	Provincial Department of Sport and Recreation CMIP National Lottery Central Karoo District Municipality Beaufort West Municipality	**R2 250 000.00** (Prov Dept of Sport and Recreation) **R3 610 000.00** (CMIP) **R2 399 784.00** (National Lottery)	Sport Federations (SAFA, IAAF); Dept of Education; Public Works (Provincial & National); Dept of Labour; DWAF; DEAT; Dept of Arts & Culture; Dept of Social Development; SAPS; Local Business; Umsobomvu Youth Fund; IDC; Eskom; Transnet; CSI; SOE's.	Phase 1 & 2: Complete. Phase 3: Implementation stage.

Beaufort West Municipality										
L 1	Unemployment.	**Abattoir and By-Products.**	To create employment opportunities for the residents of Beaufort West. Local Economic Development / Promote Black Economic Empowerment. Value adding (semi-processing of live-stock products).	Tannery and Wool Processing, Leather Products, Arts & Crafts, Skills Development, Water Recycling, Agricultural Development.	Increased Household Income, Increased Revenue for Local Municipality, Creation of Markets for local products, Reduction of unemployment (200 permanent job opportunities), Local Economic & Skills Development, Promotion of PPPs.	Emerging & Commercial Farmers, District & Local Municipality, SMMEs, Local communities.	Local Govt, two Existing Abattoirs.	**R0.00**	Farmers Associations, DBSA, DEDT, DOL, CKDM, Dept of Agriculture, Eskom, DST, DTI, DLA, WESGRO, ARC, Meat Board.	Planning phase
L2	Unemployment.	**Hydroponics.**	Local Economic Development / Promote Black Economic Empowerment. To create employment opportunities for the residents of Beaufort West. Production of high-valued herbs.	Agriculture Development, Essential Oils Production, Access Roads.	Skills and Local Economic Development, Increased Household Income, Reduced Asset Poverty, Creation of export markets.	Local communities, Women & Youth, District Municipality.	Beaufort West Municipality, DEDT, DSS, DST, CSIR, CKDM, Dept of Agriculture,	**R2 000 000.00 R2 000 000.00 R2 400 000.00**	DOL, DTI, ARC, WESGRO.	Second phase under construction
L 3	Unemployment.	**Essential Oils.**	Local Economic Development / Promote Black Economic Empowerment. To create employment opportunities for the residents of Beaufort West. Emerging Farmers Development. Economic growth.	Hydroponics, Agriculture Development, Land Reform.	Skills and Local Economic Development, Increased Household Income, Reduced Asset Poverty, Creation of export markets.	Local communities, Women & Youth, District & Local Municipality.	DST, Beaufort West Municipality, CSIR, CKDM.		DOL, DTI, ARC, WESGRO, DEDT.	

Beaufort West Municipality										
L 4	Poor / lack of marketing of the region.	**Karoo Tourism Gateway.**	To contribute towards the co-ordination and promotion of tourism in the Province. Market Central Karoo as part of the Western Cape Province.	Small business development, Arts & Craft, Hydroponics, Essential Oils, Red Door Initiative, Abattoir & By-products, Sports Facility.	Local Economic Development, Increase revenue base, skills development.	Local communities, business community.	DEAT, DEDT, CKDM, Local Municipality, Local Tourism Association.	**R2 400 000.00**	Dept of Correctional Services, DMO, DTI, DOC.	Planning phase
L 5	Lack of inward investment and Unemployment.	**Springfontein Dam Development.**	To promote inward investments and promote tourism to create sustainable jobs.	Northern Gateway, Rehabilitation of sewage system, tannery, Art's and Craft, Karoo National Park and Game farms.	Reduction of unemployment, Better living conditions, environmental beautification, increase in regional GDP and editional revenue for the municipality.	Municipality, Community, Unemployed, SMME.	Municipality, CKDM, DEAT.	**R80 000.00**	DTI, Department of Economic Development and Tourism, Nafcoc, Business Chambers, Smaleda, etc.	Planning phase
L 6	Unemployment and Economic Development.	**Revival of Business Plaza (Kwa-Mandlenkosi).**	It is to create sustainable jobs and encourage economic development in Kwa-Mandlenkosi.	Tourism help Desk, Bus Route, Upgrading of Clinic, Mini Market and Northern Gateway.	Reduction of unemployment, economic growth, PDI's develop business wise and increased revenue for the municipality.	Local community and Municipality.	Municipality, CKDM.	**R0.00**	Human Settlement, DTI, Economic Development and Tourism, Nafcoc, DPLG (MIG), DEAT.	Planning phase
L 7	The long distance to be travelled to access government services.	**Multi-Purpose Centre (Phase 3).**	To develop a one stop government service centre and encourage youth development.	Tourism Help Desk, Art's and Craft, SMME Training, Bus Route, etc.	Reduction in unemployment, Access to government services and a well informed community.	Local community, youth old age and disabled.	Dept Social Development, Municipality, ESKOM, GCIS, Home Affairs, Southern Cape College.	**R2 000 000.00 R800 000.00 R845 000.00**	Public Works, Labour, Dep of Justice, NGO's and DPLG.	Phases 1 and 2 completed

Prince Albert Municipality										
L 1	Unemployment.	**Cold Storage Facility.**	Job creation, local economic development, to stabalize prices for farmers.	Agriculture, live stock, land reform, tannery, flower bulb production, wool production (weaving), fruit and vegetable production and processing.	Increase income (household and farmers), consolidate industry, job creation, skills development, creation of local market, revenue for the municipality.	Local community, farmers, Prince Albert Municipality, Local Businesses.	Agri-Africa, Prince Albert Municipality, Development Fund of the DBSA, CKDM, Local Farmers Associations, ESKOM, Dept of Agriculture, DoL, DLA, Agri-Western Cape, DWAF, Wesgro, Prov Dept of Social Services.	**R60 000.00** ILO **R89 000.00** Mr Deon Gouws - Farmer **R30 000.00** Wesgro **R168 000.00** DBSA **R950 000.00** CKDM **R12 000.00** George Refrigaration & air-conditioning **R2 000.00** Klein Karoo Corporation **R29 970.00** Prince Albert Municipality.	DPLG, MIG, DTI, PIG, Agriculture Research Unit, Dept of Labour, Agri-Western Cape, DST, local business community, NAFCOC, SOE's, Eskom, SAD (Safari, Chutney, etc), Fresh Gold SA, Woolworths.	Feasibility study completed
L2	Lack of tourism access.	**Gamka Dam and Pont.**	To market Prince Albert as a tourism destination.	Swartberg Pass, agriculture development, fishing industry (aqua-culture), 4X4 route, small scale fishing, upgrading of existing roads.	Local economic development, increase tourism, job creation, skills development, SMME development, increase revenue.	Tourists, Prince Albert Municipality, local farmers, community, local businesses.	DEAT, CKDM, Prince albert Municipality, BKS consultants, local tourism associations, Gamka Water Board.		DWAF, Prov Dept of Transport and Public Works, MIG, PIG, Nat Dept of Public Works, DPLG, DOL.	

Prince Albert Municipality										
L 3	Poor access to transport infrastructure and services.	**Swartberg Pass and Rehabilitation and Tollhouse.**	To improve tourism linkage with Oudtshoorn as an international tourism destination and the R62 route, promote local economic development and job creation, increase revenue base of the municipality.	Gamka Dam and Pont development, Karoo Tourism Gateway, Cold storage, Arts and craft, market stalls and private sector initiatives, SMME's.	Job creation, improve household income, human capital, skills development (tourism), increase revenue base, address social exclusion through tourism activities.	Communities, tourists, Prince Albert Municipality, local businesses and farmers.	Prince Albert Municipality, CKDM, Prov Dept of Transport and Public Works, DEAT, Friends for the Swartberg Pass, WCNCB, Gouritz Initiative.		MIG, PIG, Nat Dept of Public Works (EPWP), Eden District Municipality, Nat Dept of Transport.	
L 4	Unemployment.	**Vegetable Gardens (Food security).**	Job creation, local economic development, to stabalize prices for farmers.	Fruit and vegetable production and processing.	Increase income (household and farmers), consolidate industry, job creation, skills development, creation of local market, revenue for the municipality.	Local community, farmers, Prince Albert Municipality, Local Businesses.	Prince Albert Municipality, Local Farmers, Dept of Agriculture, DWAF, DLA, Agri-Western Cape, DoL.	**R38 685.00** Prince Albert Municipality **R22 000.00** Mr Deon Gouws (local farmer) **R525 000.00** Dept of Labour **R12 000.00** Dept of Agriculture.	NDA, LRAD, CASP.	Business plan completed

Laingsburg Municipality										
L 1	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Warehousing and Transfer Packaging.**	Local Economic Development. Jobs for local people. Incentive to down stream processing. Broaden skills base and promote work ethic.	Revenue base; Skills development; Job creation; Potential anchor project.	Wealth Creation. Expansion of local economy. Upliftment of more people from desperate plight of poverty. Skills development.	Residents; Municipality.	Entrepreneur; Municipality; Distribution Fund; Financial institutions.	Municipality: land free **R20 000.00** Entrepreneur: **R8 427 000.00** needed for first phase	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning completed
L2	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Railway Sleeper Wood Furniture.**	Use & expand local know how. Job creation. Export market. Product exceptable for "Green" people.	Revenue base; Skills development; Job creation; Potential anchor project; Economic development; Export product.	Wealth Creation. Expansion of local economy. Skills development. Job creation.	Residents; Municipality.	Entrepreneur; Municipaliy; Distribution Fund; Financial institutions	Municipality: land free **R20 000.00** Entrepreneur: **R1 200 000.00** needed	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning completed
L 3	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Pallet, Crate and dry racks Manufacturing**	Expansion of local economy. Replace "imported" product. Job creation. Save double transport. Broaden skills base. Promote work ethic.	Revenue base; Skills development; Job creation; Potential anchor project; Economic development.	Quick supply of pallets and crates and dry racks; Improved local economy.	Residents; Municipality.	Entrepreneur; Municipality; Distribution Fund; Financial institutions.	Municipality: land free **R20 000.00** Entrepreneur: **R1 800 000.00** needed	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning completed
L 4	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Fruit Processing.**	Further value adding in region. Make use of redundant product. Use exsisting skills. Promote work ethic.	Revenue base; Skills development; Job creation; Potential anchor project.	Improved local economy; Job creation; Skills development; Reduced poverty; Less dependance on welfare grants.	Emerging farmers; Residents; Municipality; Women; youth.	Entrepreneur; Municipality; Distribution Fund; Financial institutions.	Municipality: land free **R20 000.00** Entrepreneur: **R1 800 000**	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning completed

Laingsburg Municipality										
L 5	Road safety.	**Vehicle Test Centre.**	Expansion of local economy. Job creation. Broaden skills base. Cost savings to broaden economy.	Revenue base; Skills development; Job creation; Public safety.	Improved local road safety; Tax base enlarge; Job creation .	Municipality; RSA residents.	Municipality; Distribution Fund; Financial institutions.	Municipality: land free **R20 000.00** Prov Dept of Transport: **R3 000 000.00** needed	Provincial Traffic Dept; Municipality; DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning completed
L 6	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Truck stop and maintenance centre.**	Expand local ecoomy. Broaden skills base. Transport efficience improves resulting in cost savings to transport operators. Promote road safety.	Revenue base; Skills development; Job creation; Potential anchor project.	Wealth Creation. Expansion of local economy. Skills development. Job creation.	Business community; Residents; Youth.	Entrepreneur; Municipality; Distribution Fund; Financial institutions.	Municipality: land free **R20 000.00** Entrepreneur: **R1 500 000.00** needed	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning started
L 7	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Wine Cellar for Laingsburg Hanepoot Jeripico.**	Unique high quality approximately 280 tons of Hanepoot grape is currently processed in Worcester. This project will build the name and expand the economy of Laingsburg.	Revenue base; Skills development; Job creation; Potential anchor project; Economic development; Export product.	Value adding; Expansion of local economy; Skills development; Job creation; Tourism.	Business community; Residents; Tourists.	Entrepreneur; Municipality; Distribution Fund; Financial institutions.	Municipality: land free **R20 000.00** Entrepreneur: **R4 600 000.00** needed	Farmers; University of Stellenbosch; KWV; DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning completed

Laingsburg Municipality										
L 8	Tourism promotion.	**Floriskraal Dam.**	Utilise attributes of dam (currently no people allowed. No facilities or public access to dam). Recreation facility.	Revenue base; Skills development; Job creation; Potetial anchor project; Water utilisation; Recreation.	Tourism; Job creation; Expansion of local economy; Community upliftment; Stable community.	Tourists; Local Business; Residents.	Entrepreneur; DWAF; Municipality; Distribution Fund; Financial institutions.	Municipality secure the availability of the dam Partner need to contribute **R3 500 000.00**	Dept of Tourism; DMO; DTI; DOC.	Planning started
L 9	Value adding in local economy. Wealth and job creation. Skils base improves. Work ethic deepens.	**Skin tannery and leather products manufacturing.**	Assist local entrepreneur to add value to product currently processed outside Laingsburg. Expand local economy. Job creation.	Revenue base; Skills development; Job creation; Strong anchor project; Export product; Water recycling.	Improved local economy; Job creation ; Skills development; Reduced poverty; Less dependance on welfare grants.	Residents; Municipality; Local Business.	Entrepreneur; Municipality; Financial institutions.	Municipality: land free **R20 000.00** CSIR: Project Managers Entrepreneur: **R1 800 000.00** needed	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Pilot: 6 months in operation
L 10	Utilise asset of region.	**Fountain water bottling.**	Add value through local spring water bottling. Job creation.	Revenue base; Skills development; Job creation; Water usage.	Value adding; Expansion of local economy; Skills development; Job creation; Tourism.	Local Business.	Entrepreneur; Municipality; Distribution Fund; Financial institutions; DWAF.	Municipality: water and site: **free** Entrepreneur: **R3 000 000.00** needed	DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning to start

Laingsburg Municipality										
L 11	Tourism promotion.	**Health Spa.**	Upgrade and utilise farm house at water source owned by Council. Privatise facility into Guest house and Health spa. Attract tourism to healthy Karoo. Expand local support economy.	Tourism; Revenue base; Skills development; Job creation; Potential anchor project.	Tourism; Job creation; Expansion of local economy.	Tourists; Local Business; Residents.	Entrepreneur; Municipality; Distribution Fund; Financial institutions; DWAF; Dept Tourism.	Municipality: land free **R20 000.00** Entrepreneur: **R3 000 000.00** needed	Dept Tourism; DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	Planning to start
L 12	Tourism promotion.	**Karoo Garden at Matjiesfontein**	Re-instate garden plundered over years into renowned tourist attraction to attract visitors. Expand local economy. Job creation. Community upliftment.	Tourism; Skills development; Revenue base; Job creation.	Promotion and care of indigious plants; Tourism; Job creation; Expansion of local economy.	Tourists; Local Business; Residents.	Entrepreneur; Dept Tourism; Municipality; Financial institutions.		Dept Tourism; DTI; IDT; IDC; Dept Economic Development; Banks; Eskom; Telkom; DWAF; SAPS.	

(PGWC, 2005: Annexure)

ANNEXURE 4.7: PROGRESS MADE WITH THE IMPLEMENTATION OF PROJECTS IN THE CENTRAL KAROO: PROJECT CONSOLIDATE PROJECTS

Municipality	Project	Municipal Linkages	Ikapa Elihlumayo Linkages	Project Cost	Funded	Unfunded	Funding Source	Deliverable/Output	Time Frame		Status	Perm Jobs	Temp Jobs	Sustainability	Add Support Required
									Start	Compl					
Beaufort West	Construction of 156 houses	Water Provision Sanitation,Electricity Training	Strategic Infrastructure Investment	4,700,000	4,700,000	0	Dept of Housing (DME, Eskom for electricity, DWAF, MIG, Dot.)	156 Housing units with proper services infrastructure	November-04	August-05	Implemented		60	Houses maintained by occupants Infrastructure maintained by municipality	Nil
	Prepaid water meters at Nelspoort (140) and Beaufort West (800)	Metered services	Strategic Infrastructure Investment	2,500,000	2,500,000	0	DLGH, CKDM	940 water meters installed which improves control over water consumption and subsequent income generated	March-05	June-05	Nelspoort complete, Beaufort West commencing Mar 05		20	Infrastructure maintained by municipality	Nil
	Meat Processing	Abattoir, Tripe & cold meat processing plant	Micro-Economic Strategy Co-ordination and Communication	1,200,000	0	1,200,000	MIG, DEAT, Dept Econ Aff	Meat Processing facility constructed that creates 120 permanent employment opportunities	June-05	April-05	Research completed	120		Dependant on the securing of markets and future marketing	Funding
	Dried Meat Factory	Biltong factory	Micro-Economic Strategy Co-ordination and Communication	3,000,000	0	3,000,000	MIG, DEAT, Dept Econ Aff	Biltong factory with 65 permanent employment opportunities	June-05	April-05	Business Plan in progress	65		Dependant on the securing of markets and future marketing	Funding
Laingsburg	Construction of 108 housing units with services infrastructure	Water Provision Sanitation,Electricity, Brick & Concrete Product Manufacturing Training	Strategic Infrastructure Investment	3,240,000	3,240,000	0	Dept of Housing (DME, Eskom for electricity, DWAF, MIG, Dot.)	108 Housing units with municipal infrastructure services	June-04	May-05			30	Houses maintained by occupants Infrastructure maintained by municipality	Heritage Council approval awaited
	Bricks and Concrete products Manufacturing	LED, Housing, Training	Micro-Economic Strategy Co-ordination and Communication Building Human Capital	200,000	50,000	150,000	Mun Funding, MIG, NDA, CKDM, Dept Soc Serv	Brick and concrete production that will supply materials to housing development and to sell on open market	December-04	May-05	Implementation	5	10	To be managed as a business venture	Funding
	Waste to wood project - utilization of planted trees - usage of waste municipal water	LED, Poverty alleviation	Micro-Economic Strategy Co-ordination and Communication	800,000	50,000	750,000	Mun funding, NDA, CKDM, DWAF, Dept Soc Serv	Wood plantations and purified waste water	December-04	May-05	Land already identifield		10	Continuity dependant on future funding	Funding
	Expansion of Vegetable Garden to generate crops for commercial sale	LED, Poverty alleviation	Building Human Capital Micro-Economic Strategy	250,000	50,000	200,000	Mun Funding, NDA, CKDM, Dept Soc Serv	Food crops for commercial sale reducing malnutrition, Creation of business venture	December-04	May-05	Implemented		8	Continuity dependant on future funding	Funding
Murraysburg	Conversion of unused hotel building into Multi-purpose and Tourism Centre	Tourism Development, Training of Youth	Building Human Capital Micro-Economic Strategy	3,063,000	0	3,063,000	DSS, Uthingo	Multipurpose centre to serve as information & training centre for youth development, literacy education & tourism facility	October-05	June-05	Planning	3	20	Dependant on securing of ongoing funding from DSS & Central Karoo DM	Assistance wih intervention wh Uthingo & DSS Currently not a priority with DSS
	Construction of 200 housing units with infrastructure services	Water provision, sanitation, electrification and training	Strategic Infrastructure Investment	11,350,000	11,350,000	0	National DoH, (DoL, DWAF, DME, Eskom)	200 Housing units with proper infrastructure services	June-04	October-05	Implemented		60	Houses maintained by occupants Infrastructure maintained by municipality	Project halted due to constractor's outstanding NHBRC approval
Prince Albert	Construction of 2 km pipeline from Meiringspoort to Klaarstroom	Job creation, Basic Services	Strategic Infrastructure Investment	1,200,000	200,000	1,000,000	DWAF, MIG, EPWP, LRAD	Water provision to 68 households in Klaarstroom where current borehole water is inadequate	November-05	June-05	Feasibility Study to be done	2	20	Pipeline maintained by Central Karoo DM	Intervention with DWAF, EIA, Funding & Central Karoo DM
	Provision of Basic Services for Prince Albert Road	Sanitation, refuse removal, electricity provision, property rights	Strategic Infrastructure Investment	2,000,000	0	2,000,000	DME, Eskom, Central Karoo, MIG	Securing of land ownership rights for ex Transnet employees and establishment of basic municipal services	August-05	June-05	Interaction with stakeholders for buy-in, Planning & design underway		10	Houses maintained by occupants Infrastructure maintained by municipality	Assistance with intervention with Transnet, Eskom, DWAF, DME
	Construction of infrastructure services and houses 372 units	Municipal infrastructure services with 372 housing units	Strategic Infrastructure Investment Building Human Capital	4,500,000	4,080,000	420,000	DoH, DME,Eskom, DWAF, MIG,	372 houses with proper municipal infrastructure services	Sep 04	Jun 05	Planning & Design Compl		90	Houses maintained by occupants Infrastructure maintained by municipality	Nil

(PGWC, 2005: Annexure B)

ANNEXURE 4.8: WESTERN CAPE PROVINCIAL CONTRIBUTIONS TO ISRDP IN THE CENTRAL KAROO

(Revised schedules as at 22 July 2004)

Central Karoo District

ISRDP OUTCOMES	PROJECTS (PROGRAMMES)	Comments	LOCATION (Laingsburg, Beaufort-West, Prince Albert, Murrayesburg (DMA))	AMOUNT BUDGETED								Funding Source (Name of fund)	RESPONSIBILITY (National, Provincial or Municipal)
				MEDIUM TERM (Year 1 – 2003/4)		MEDIUM TERM (Year 2 – 2004/5)		MEDIUM TERM (Year 3 – 2005/6)		LONGER TERM 2006/7-2010 (Year 4-7 –			
				Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational		
1. Developing economic potential with appropriate skills and entrepreneural response Initiatives to support: -Develop tourism opportunities, including eco-tourism, as gateway to the Western Cape province -Respond to economic potential of N1 locality -Appropriate local skills development -Job creation in niche areas -Participation in SMME's													
	1.1Expension of the production capacity of the Hydroponic herb project.* The department launched the first hydroponic herb-farm enterprise in the Western Cape and supported the expansion plans of the facility to realise a job creation potential of 80 people, of which 80% are women and ex-state maintenance grant beneficiaries (LED) Beaufort West	The expansion phase of this project allowed for 80 jobs to be created. This is in addition to the 15 employed in the pilot phase.Skills development for the workers is provided and accreditated by Univ. Stellenbosch, & 2 of the first recruits are being trained as trainers.Beaufrot West now has an injection of an annual salary and wage income of R2 000 000. The project has been financed in order to develop a viable model which can be replicated elsewhere to promote the establishment of community-based and owned enterprises that impact on poverty, jobs and skills development in some of our most poverty-stricken areas.In financial year 03/04, the provincial government through IKapa Elihlumayo granted R2.2mil, and national DST granted R2.5mil for this project.This project supplies two large domestic retail outlets, and to date, demand exceeds supply.	Beaufort West		1,600,000		2,200,000						Nat* (Dept Sci&Tech) Prov ** (Public Works) Local (Econ Dev & Tourism
	1.2 Feasibility Study for tourism gateway into the province (Tourism)	In the process of appointing a consultant to compile the feasibility study for the economic potential of the region	Beaufort West		100,000		130,000						Econ Dev & Tourism
	1.3 Training for crafters in arts and craft centre on N2 to assit with market access and product viability (Tourism)		Beaufort West		90,000								Econ Dev & Tourism
	1.4 Arts & Crafts project	20 people trained in leather production. 8 bungalows constructed, contactMs S Manzini 483 442 Ms P Welderman 483 5517, how does this linkt to the above project?	Beaufort West		660,000								Dept. Local Government
Note: R5500 each x 3	1.5 Establishment of Library Business Corners (SMME)	A project established to help satify the information and self-study needs of Western Cape job seekers, learners, entrepreneurs and small business operators through the creation of a highly accessible business information network operated through public libraries.All 3 Library Business Corners have been established.Project complete.	Beaufort West / Prince Albert / Laingsburg		15,000								Prov** Econ Dev & Tourism (Prov EDAT)
(Note: R664,6 ex. estimate to be confirmed	1.6 Tender training (SMME)	The primary focus of the CDP is to enable businesses that are owned, managed and controlled by historically disadvantaged to access procurement Opportunities from government through tender information workshops. CDP in the Western Cape is run under the auspices of the Department of Transport and Public Works in collaboration with the Department of Economic Development and TourismTo be held on the 30 November 2004	Beaufort West		20,000		6,600		20,000		20,000		Prov** Econ Dev & Tourism (Prov EDAT)
	1.7 Extent Curricula at schools to include Tourism and Hospitality industry	No progress											WCED
	1.8 Prince Albert LEED via municipality		Laingsburg		32,760								Social Services & PA *
	1.9 Training women in road construction and road maintenance for inclusion in job creation programmes		Murrayesburg		80,000								
	1.10 Training women in road construction and road maintenance for inclusion in job creation programmes		Klaarstroom		60,000								
	1.11 Training women in road construction and road maintenance for inclusion in job creation programmes		Nelspoort		60,000								
	1.12 Training women in road construction and road maintenance for inclusion in job creation programmes		Beaufort West		60,000								
Note: Check split between communities	1.13 Zenzele programmes at 7 communities (R225 000 split between communities)		Murrayesburg	225,000			225,000				225,000		Transport and Public Works
	1.14 Zenzele programmes at 7 communities (R225 000 split between communities)		Beaufort West										
	1.15 Zenzele programmes at 7 communities (R225 000 split between communities)		Prince Albert										
	1.16 Zenzele programmes at 7 communities (R225 000 split between communities)		Klaarstroom										
	1.17 Zenzele programmes at 7 communities (R225 000 split between communities)		Leeu Gamka										
	1.18 Zenzele programmes at 7 communities (R225 000 split between communities)		Matjiesfontein										
	1.19 Zenzele programmes at 7 communities (R225 000 split between communities)		Laingsburg										
	1.20 Zenzele programmes at 7 communities (R225 000 split between communities)		Nelspoort										
	1.21 Zenzele programmes at 7 communities (R225 000 split between communities)		Merweville										
	1.22 Research the possibility of extending the hydroponics project to include catfish breeding / farming	Budget confirmed	Beaufort West	50,000		50,000							DEA & DP
	1.23 Research into the viability of establishing a national / provincial training centre for rangers / game wardens	Budget confirmed	Beaufort West	50,000		50,000							DEA & DP
	1.24 Research into the establishment and promotion of the Central Karoo as an international retreat / stress relief centre	Budget confirmed	Central Karoo	50,000		50,000							DEA & DP
	1.25 Promote the Central Karoo as an excellent centre for research and training for astronomy / stargazing	Budget confirmed	Central Karoo	50,000		50,000							DEA & DP
	1.26 Drafting a tourism plan to ensure optimal use of opportunities	Budget confirmed	Central Karoo	50,000		50,000							DEA & DP
	1.27 Research into establishment of industrial activities and other development projects at Prince Albert Road	Budget confirmed	Prince Albert	50,000		50,000							DEA & DP
	1.28 Research into the creation and promotion of Merweville as a setting for film shoots	Budget confirmed	Beaufort West	50,000		50,000							DEA & DP

	1.29 Research into the creation of a freight transport development node	Budget confirmed	Beaufort West	50,000		50,000								DEA & DP
	1.30 Research into the creation of a hiv/aids research centre	Budget confirmed	Beaufort West	50,000		50,000								DEA & DP
	1.31 Understaking of studies to determine the development opportunities in the rural areas	Budget confirmed	Central Karoo	50,000	50,000	50,000								DEA & DP
	1.32 Research poverty alleviation and job creation projects, such as tourism nodes next to the N1 national road		Prince Albert	50,000	50,000	50,000								DEA & DP
!	1.33 Upgrading of the old Guest House		Nelspoort		40,000									Department of Health
!	1.34 Admin & Pharmacy		Beaufort West hospital	1,500,000										
!	1.35 Upgrade toilets		Beaufort West hospital	50,000										Department of Transport and Public Works
!	1.36 Upgrade hot water system		Beaufort West hospital	50,000										
!	1.37 DOTS training		Laingsburg		5,000		10,000							Department of Health
	1.38 Research into the creation of a bypass in terms of the economic potential		Beaufort West	50,000	50,000	50,000								DEA & DP
*	1.39 Establishment of a RED Door. The RED Door will have an outreach programme that will foster job creation activities in school-based projects and multiskilling programmes in schools(SMME)	The department intends to establish a network of welcoming, supportive and easy-to-access one-stop-shop information, advice and service hubs for enterprises and potential enterprises across the province.The RED Door will be the dispenser of basic advice, and advisers will refer clients to a wide range of specialist service providers (public sector, private sector and NGOs) for specialized advice, information and services	Possible Locations: Beaufort West, Laingsburg or Prince Albert				to be finalised							
2. Investment in social upliftment of the people of the region Initiatives to support: -Develop literacy and life skills, including adult education -Targeted youth programmes, including countering criminal activity, street children, using role models and sport as a tool - Invest in sport and recreation facilities -Special initiatives to ensure community safety -Access to health care – including AIDS prevention and support - Access to social facilities -Access to adequate housing opportunities														
	2.1 Housing : Beaufort West : Project		Beaufort West	3,640,251		2,759,103	2,026,830		12,000,000					Housing
	2.2 Housing : Laingsburg : Project		Laingsburg	842,851		488,052	616,586		2,500,000					Housing
	2.3 Housing : Prince Albert : Project		Prince Albert	851,135		648,071	687,446		3,000,000					Housing
	2.4 Housing : Murraysburg : Project		Murraysburg	740,963		507,007	601,517		2,000,000					Housing
*	2.5 Neighbourhood Watch Equipment (Sub Programme: Social Crime Prevention)	Expenditure completed contact: John Cloete 4834571			75,000									Community Safety
	2.6 Farm Safety* (Sub-Programme: Social Crime Prevention)	2003-2004 Expenditure completed. Contact J Cloete			82,000		50,000		50,000					Community Safety
	2.7 Bambanani Unite Against Crime (Sub Programme: Civilian Oversight)	Expenditure completed Contact: R de Lange 4834364			270,000									Community Safety
*	2.8 Local Crime prevention strategy	Contact Wayne Butler 483 4208					300,000							
	2.9 Bicycle Project	Expenditure completed - project not on previous schedule: contact J Cloete			22,800									
	2.10 Social Crime Programmes: Women, Children & Youth	Expenditure completed - project not on previous schedule. Contact Ms A Michaels 483 2833			38,814									
*	2.11 Community Police Fora (8 CPFs) Development Programme (Sub-Programme: Civilian Oversight)	2003-2004 Expenditure completed. Contact Mr M Jansen			24,000		27,000		27,000					Community Safety
*	2.12 Relationship Building and Conflict Management (8 CPFs) (Sub-Programme: Civilian Oversight)	2003-2004 Expenditure completed. Contact Mr M Jansen			2,000		20,500		22,500					Community Safety
	2.13 Neighbourhood Watch Training (Sub Programme: Safety Training and Development)	2003-2004 Expenditure completed. Contact: Ms N Matroos 4832010			150,000		165,000		181,500					Community Safety
	2.14 Youth Traffic Safety Project (Sub Programme: Policy Advice)	Awaiting report. Contact Mr P Oliver 9802620			45,800									Community Safety
	2.15 Easter Weekend Arrive Alive Traffic Safety Project (Sub Programme: Policy Advice)	Awaiting report. Contact Mr P Oliver 9802620			8,000									Community Safety
	2.16 Beaufort West Museum		Beaufort West		660,000		660,000		660,000				2,760,000	Cultural Affairs and Sport (DCAS)
	2.17 Francis Pienaar Museum		Prince Albert		8,000		8,000		8,000				36,000	Cultural Affairs and Sport (DCAS)
	2.18 BSNP		Beaufort West	5,000,000										Cultural Affairs and Sport (DCAS)
*	2.19 Upgrading outdoor sports complex - new project on list	DCAS fuding - project also has CMIP funding - see this schedule CMIP funding	Murraysburg			350,000								
*	2.20 Upgrading outdoor sports complex - new project on list	No project details provided	Nelspoort			350,000								
*	2.21 Stabilising of field, irrigation etc. - new project on list	No project details provided	Leeugamka			350,000								
*	2.22 Phase 2 further upgrades - new project on list	No project details provided	Prince Albert			100,000								
	2.23 Women in Sport		Central Karoo		34,000		10,000		10,000					Cultural Affairs and Sport (DCAS)
	2.24 Loveliby Games		Central Karoo		5,000		5,000		5,000					
	2.25 Education and Training		Central Karoo		5,000		5,000		5,000					
	2.26 Indigenous Games		Central Karoo				20,000							
	2.27 Disabled Unity Games		Central Karoo				100,000							
	2.28 Winter Games		Central Karoo		35,000		35,000		35,000					
	2.29 Summer Games		Central Karoo		35,000		35,000		35,000					
	2.30 SWD Regional Games		Central Karoo				70,000							
	2.31 Holiday programmes		Central Karoo		8,000		8,000		8,000					
	2.32 Supply library material to libraries in the rural node		Central Karoo	664,300	504,002	711,000	524,182	740,000	845,128	2,560,000	2,160,515			
	2.33 New library facility		Nelspoort			490,500		350,000						
	2.34 New library facility		Leeu Gamka					315,000						

Note: * estimate in 2004/5	2.36 SIMBA Business simulator project (SIMBIE	Enterprenuurial skills based training for youth in school and unemployed youth in urban and rural areas with school teachers trained as facilitators.Training in school based office procedure has been completed. Mostly grade 11 and 12 were targeted.	Beaufort West		5000.00		18,000		8,000			8,000		Econ Dev & Tourism
Note: * estimate in 2004/5	2.36 Provision of consumer protection service through support of consumer advice offices (BKI)	ongoing	Beaufort West/ Laingsburg/ Prince Albert		188,000		184,000		108,000			700,000		Econ Dev & Tourism
	2.37 Set up of Skills Training and Resource Centre: The following skills will be offered: upholstery; electronics; DIY (handyman) course; computer literacy; driving school, motor mechanics and trunk repairs; catering; furniture production; welding and sewing. UPHOLSTERY FIRST (Computer: Khanya Lab at Eric Louw (BW), Leeu Gamka at JD Crawford (BW) and Murraysburg High, Prince Albert Schools, Laingsburg High School and Merweville School) Street Children: Safe School projects; identify youth in terms of role modeling - give them peer counselling training and leadership training and girls camps)	Project not started	Beaufort West	50,000									WCED (Safe Schools & SLES (Special Education))
	2.38 ABET courses (levels 1-4) and FET (Further Education and Training); ECD (Early Childhood Development) Centres - open up some more Centres subsidise children at R3.00 per child per day.	Implemented	Beaufort West	288,000		400,000		1,000,000		8,000,000			WCED
	2.39 In conjunction with the National Department of Labour and Manpower will train out of school youth and place them in pre-identified jobs.	Project not started	Beaufort West	3,000,000		6,000,000		7,000,000		16,000,000			BETA
	2.40 Out of school matric youth interested in teaching will be given 15 bursaries worth R25000.00 each.	To be implemented	Beaufort West	375,000		375,000		375,000		375,000			WCED
	2.41 Abbey Assisted Living Devices – providing older persons with physical devices to ensure independence	contact Mr Pike 023 4143204	DMA		30,000		30,000		30,000				Social Services and Poverty Alleviation
	2.42 Payment of various pensions/grants (12 453 eligible beneficiaries)		Beaufort West (7 495)		51,000,000		58,000,000		61,000,000				
			Prince Albert (1 248)		8,000,000		8,800,000		9,700,000				
			Laingsburg (1 007)		6,600,000		8,600,000		7,200,000				
			Murraysburg (1 188)		8,000,000		8,800,000		8,700,000				
			Leeu Gamka (705)		4,200,000		4,600,000		5,100,000				
			Merweville (314)		2,000,000		2,200,000		2,450,000				
			Klaarstroom (514)		1,000,000		1,100,000		1,200,000				
			Matjiesfontein (180)		600,000		650,000		800,000				
			Nelspoort (76)		1,300,000		1,500,000		1,600,000				
	2.43 Payment of child support grant to eligible beneficiaries				234,880		512,288		991,600				
	2.44 Providing parents with the skills to contribute to the development, safety, and protection of vulnerable children		DMA		30,000		32,100		34,347				
	2.45 Providing 18 youths with computer training learnerships at departmental district offices		Prince Albert		20,000		21,400		22,898				
	2.46 Providing a safe environment where young job seekers can attain life skills and information on availability of jobs		Prince Albert		20,000		21,400		22,898				
	2.47 Emergency food relief				2,000,000		2,140,000		2,289,800				
	2.48 WAFIMTH		Murraysburg		25,927								
	2.49 Provision of food at highly subsidised rates via a community kitchen		Beaufort West										
			DMA		25,927								
					25,927								
			Merweville		25,927								
			Nelspoort		85,706								
	2.50 The 5 to 6 project		Beaufort West										
	2.51 Support for emergence of savings groups that will form the basis of social movement to empower the poor. Approximately 30 beneficiaries involved				55,706								
			Beaufort West		55,706								
	2.52 Beaufort West Flagship				170,000		250,000						
	2.53 Establishment of production clusters that focus on creating security of those where child neglect and abuse is prevalent with special focus on HIV/Aids households												
	2.54 Beaufort West Aids Action Campaign				125,000		75,000						
	2.55 Establishment of community based structures that will provide support in communities where prevalence of HIV/Aids is highest												
	2.56 Funding of crèches to the benefit of approximately 1 136 children				870,210		870,210		870,210				
	2.57 Funding of old age homes to the benefit of approximately 251 older persons				1,455,125		1,455,125		1,455,125				
	2.58 Funding of service centers for the old and disabled to the benefit of approximately 275 persons				224,625		224,625		224,625				
	2.59 Funding of protective workshops to the benefit of approximately 26 disabled persons				46,275		46,275		46,275				
	2.60 Funding of shelters that provide for crime prevention, rehabilitation and victim empowerment to approximately 10 persons				30,000		30,000		30,000				
	2.61 Support to contribute to the development and maintenance of 4 NPO's and welfare organisations				651,417		651,417		651,417				
	2.62 Funding of one street children project	Implemented			315,000		315,000		315,000				
	2.63 Strengthening and expansion of street children project	Implemented					144,800						
	2.64 Funding of 2 HIV/Aids projects				90,000								
	2.65 Operational budget of Beaufort West district office of the department		Beaufort West		5,948,376		8,302,500		8,655,000				
	2.66 Provision of community based programme for children in need of residential care						86,500						
	2.67 Roll-out of existing neighbourhood response programme for child abuse and neglect to all areas in the Central Karoo						110,000		120,000				
	2.68 One stop center for abused women		Beaufort West				400,000						

	2.69 Substance abuse programme to address substance abuse among children, youth and families				140,000		180,000						
!	2.70 Erection of fence around the hospital		Nelspoort		200,000								Department of Health
!	2.71 Upgrading and renovation of 3 wards that will be in use by 2010 as part of Healthcare 2010		Nelspoort		1,000,000								
	2.72 Integrated Nutrition Programme		Central Karoo D.M (PEM)		135,000		135,000						
			Prince Albert (PEM)		30,000		30,000						
			Beaufort West (PEM)		150,000		150,000						
			Central Karoo D.M		755,360								
			Central Karoo D.M		73,260		73,260						
			Prince Albert (CBNP)				73,260						
			Beaufort West (CBNP)				73,260						
	2.73 Reproductive Health: Family Planning		Central Karoo		102,440		16,700						
	2.74 Survivors of Rape and Sexual Assault		Central Karoo		30,000		22,017						
	2.75 Cervical Screening		Central Karoo		24,000		8,250						
	2.76 EPI		Beaufort West Hospital		3,053		4,000						
			Beaufort West		58,000		82,000						
			Beaufort District		65,039		70,000						
			Prince Albert		12,182		12,500						
			Prince Albert Hospital		199		500						
			Laingsburg Clinic		14,457		16,000						
			Laingsburg Hospital		350		550						
			Murraysburg Hospital		3,875		5,000						
	2.77 Laboratory Tests		Laingsburg		68,964		110,000						
	2.78 TB medicine		Laingsburg		237,234		260,000						
	2.79 HIV/Aids Voluntary Counselling and Testing		Beaufort West, Nelspruit		205,800		246,500						
	2.80 HIV/Aids PMTCT		Beaufort West, Nelspruit		373,836		354,624						
	2.81 HIV/Aids Home Based Care		Beaufort West, Nelspruit		483,600		414,456						
	2.82 HIV/Aids STI Management		Beaufort West, Nelspruit		15,000		20,000						
	2.83 HIV/Aids Acyclovir		Beaufort West, Nelspruit		6,000		6,000						
	2.84 HIV/Aids Health Promotion and Marketing		Beaufort West, Nelspruit		1,500		1,000						
	2.85 Home based care: EU funding				200,000		500,000						
	2.86 Prince Albert Doctors		Outreach to Klaarstroom,		350,000								
	2.87 Beautification of schools in partnership with GTZ (* funding per project must be clarified)		Beaufort West, Laingsburg and Prince Albert										WCED
	2.88 Upgrade ranking facility from one to three lanes, with a roof over the facility		Upgrade Taxi Stop in Beaufort West	100,000									Transport and Public Works
*	2.89 Jukskei court and practice fields	New Project on list	Murraysburg			100,000							Cultural Affairs & Sport
	3. Improving infrastructure essential to economic development *Initiatives in support:* -Availability of water for agricultural use and local industries -Availability of different modes of public and private transport to improve mobility of population to access social services and job opportunities -Improvements in communication infrastructure and movement of goods												
	3.1 Mini Market (Housing)		Beaufort West	372,000									Housing
	3.2 Facilities related to Housing		Central Karoo	628,000		1,000,000		1,000,000		4,000,000			Housing
	3.3 Community Access Roads		Laingsburg		60,000								Poverty Alleviation
	3.4 Central Karoo Mobility Strategy Planning		Central Karoo	300,000		600,000							Department of Transport and public Works
	3.5 Central Karoo Mobility Strategy Infrastructure		Central Karoo			12,000,000		7,000,000		20,000,000			
	3.6 Central Karoo Mobility Strategy Operations		Central Karoo				3,000,000		5,000,000		20,000,000		
	3.7 PT Infrastructure Projects		(Laingsberg Long Distance Stop	820,000									
			Lighting to ensure safety for pedestrians	730,000									
			Nelspoort and Beaufort West Pedestrianisation Projects	850,000									
			PT Stops and Shelters - Beaufort West	200,000									
			Prince Albert Taxi Rank	50,000									
			Murraysberg PT Stops	100,000									
	3.8 Design and construction of bus and taxi embayments, shelters and sidewalks		Nelspoort Public Transport and Pedestrian Project	740,750									Department of Transport and Public Works
	3.9 Provide shelter for commuters who travel by bus and taxi		Shelters for Commuters in Beaufort West	100,000									
	3.10 Provision of lighting for improved safety of pedestrians in various locations		Improved lighting for pedestrians in Rustdene, Nelspoort Station, Beaufort West Industrial area	100,000									
	3.11 Completion of the design and construction of bus and taxi embayments, shelters and sidewalks		Beaufort West Public Transport and Pedestrian Project	100,020									
	3.12 Facility for public transport vehicles and location to support local trade		Laingsberg Taxi Rank	820,000									
	3.13 Upgrade taxi rank with lighting, sidewalks and parking		Prince Albert Taxi Rank	80,000									
	3.14 Provision of four small taxi ranks, including lighting and paving		Taxi Ranks in the Central Karoo District Area: Murraysberg	100,000									
*	3.15 upgrading and development of layby infrastructure of Route 66 along Route 62					50,000							Prov Econ Development & Tourism

4. Ensuring efficient access to basic engineering services that ensures quality of life Initiatives to support: - Water and sanitation, stormwater, electricity, fire fighting, refuse and waste disposal, roads and associated street lighting and recreational facilities													
	4.1 4331.1 Murraysburg: Electricity	Implement	Murraysburg	400,561								CMIP	Local Gov. - L Eksteen
	4.2 4332.1 Rustriana: Roads	Complete	Beaufort West	137,410								CMIP	Local Gov. - J.Steyn
	4.3 4334.1 Merweville: Roads	Complete	Beaufort West	545,585								CMIP	Local Gov. - J.Steyn
	4.4 4336.1 Prince Albert: Water	Complete	Prince Albert	716,114								CMIP	Local Gov. - J.Steyn
	4.5 4337.1 Prince Albert South: Sanitation	Complete	Prince Albert	64,271								CMIP	Local Gov. - J.Steyn
	4.6 4338.1 Prince Albert: Stormwater	Complete	Prince Albert	78,066								CMIP	Local Gov. - J.Steyn
	4.7 4352.1 Kwa Mandlenkosi: Stormwater	Complete	Beaufort West	36,266								CMIP	Local Gov. - J.Steyn
	4.8 4353.1 Nelspoort: Stormwater	Complete	Beaufort West	76,000								CMIP	Local Gov. - J.Steyn
	4.9 4356.1 Beaufort West: Sanitation	Complete	Beaufort West	66,943								CMIP	Local Gov. - J.Steyn
	4.10 4360.1 Merweville: Stormwater	Complete	Beaufort West	367,325								CMIP	Local Gov. - J.Steyn
	4.11 4360.1 Prince Valley: Stormwater	Complete	Beaufort West	16,305								CMIP	Local Gov. - J.Steyn
	4.12 4374.1 Leingsburg: Cemetery	Complete	Leingsburg	56,126								CMIP	Local Gov. - J.Steyn
	4.13 4385.1 Beaufort West: Sports Facilities	Complete	Beaufort West	634,081								CMIP	Local Gov. - J.Steyn
	4.14 4389.1 Brickfields: Sanitation	Complete	Beaufort West	11,780								CMIP	Local Gov. - J.Steyn
	4.15 4406.1 Prince Albert Noordand: Roads	Complete	Prince Albert	750,000								CMIP	Local Gov. - J.Steyn
	4.16 4407.1 Prince Albert South: Stormwater	Complete	Prince Albert	315,000								CMIP	Local Gov. - J.Steyn
	4.17 5031.1 Göldnerville & Bergvig: Roads	Implement	Leingsburg	1,052,443		186,557						CMIP	Local Gov. - J.Steyn
	4.18 5034.1 Noordend: Roads	Complete	Prince Albert	724,200								CMIP	Local Gov. - J.Steyn
	4.19 5035.1 Leeu-Gamka: Stierwater: Roads	Implement	Prince Albert	702,571								CMIP	Local Gov. - J.Steyn
	4.20 5036.1 Leeu-Gamka: Water	Complete	Prince Albert	200,820								CMIP	Local Gov. - J.Steyn
	4.21 5037.1 Klaarstroom: Stormwater	Complete	Prince Albert	95,000								CMIP	Local Gov. - J.Steyn
	4.22 5038.1 Noordend North: Sanitation	Complete	Prince Albert	64,400								CMIP	Local Gov. - J.Steyn
	4.23 5039.1 Prince Albert: Water	Approved	Prince Albert			772,800						CMIP	Local Gov. - J.Steyn
	4.24 5042.1 Leingsburg: Water	Implement	Leingsburg	68,000								CMIP	Local Gov. - J.Steyn
	4.25 5043.1 Göldnerville Reservoir: Water	Complete	Leingsburg	212,000								CMIP	Local Gov. - J.Steyn
	4.26 5047.1 Noordend North: Stormwater	Approved	Prince Albert			95,000						CMIP	Local Gov. - J.Steyn
	4.27 5048.1 Murraysburg: Roads	Implement	Murraysburg	9,800,000								CMIP	Local Gov. - J.Steyn
	4.28 5065.1 Murraysburg: Solid Waste	Implement	Murraysburg	88,900								CMIP	Local Gov. - J.Steyn
	4.29 5067.1 Murraysburg: Stormwater	Implement	Murraysburg	1,472,898		67,103						CMIP	Local Gov. - J.Steyn
	4.30 5085.1 Beaufort West: Sanitation	Approved	Murraysburg			200,000						CMIP	Local Gov. - J.Steyn
	4.31 5087.1 Beaufort West: Sanitation	Implement	Beaufort West	10,612		89,388						CMIP	Local Gov. - J.Steyn
	4.32 5088.1 Beaufort West: Roads	Complete	Beaufort West	231,000								CMIP	Local Gov. - J.Steyn
	4.33 5089.1 Beaufort West: Cemetery	Implement	Beaufort West	373,223		6,777						CMIP	Local Gov. - J.Steyn
	4.34 5090.1 Beaufort West: Roads	Implement	Beaufort West	4,968,424		484,576						CMIP	Local Gov. - J.Steyn
	4.35 5092.1 Rustriana & Toekomsrus: Stormwater	Implement	Beaufort West	260,716		983,284						CMIP	Local Gov. - J.Steyn
	4.36 5093.1 Nelspoort: Stormwater	Implement	Beaufort West	137,200								CMIP	Local Gov. - J.Steyn
	4.37 5096.1 Murraysburg: Sanitation	Approved	Murraysburg			685,000						CMIP	Local Gov. - J.Steyn
	4.38 5152.1 Prince Albert: Sanitation	Approved	Prince Albert			1,010,000						CMIP	Local Gov. - J.Steyn
	4.39 5156.1 Beaufort West: Community Facility: Sports Stadium Ph2	Implement	Beaufort West	1,270,545		2,629,455						CMIP	Local Gov. - J.Steyn
	4.40 5158.1 Murraysburg: Sanitation	Approved	Murraysburg			458,600						CMIP	Local Gov. - J.Steyn
	4.41 5168.1 Toekomsrus: High Mast Lighting	Approved	Beaufort West				120,000					CMIP	Local Gov. - L Eksteen
	4.42 5170.1 Göldnerville & Bergvig: Community Lighting: High Masts	Complete	Leingsburg	186,000								CMIP	Local Gov. - L Eksteen
	4.43 5171.1 Rustriana: Community Lighting: Upgrade Street Lighting	Implement	Beaufort West	1,283,992		716,008						CMIP	Local Gov. - L Eksteen
	4.44 5172.1 Klaarstroom: Solid Waste	Approved	Prince Albert			80,000						CMIP	Local Gov. - J.Steyn
	4.45 5180.1 Merweville: Roads	Implement	Beaufort West	840,000								CMIP	Local Gov. - J.Steyn
	4.46 5181.1 Nelspoort: Roads	Implement	Beaufort West	500,000								CMIP	Local Gov. - J.Steyn
	4.47 5199.1 Nelspoort: Parks	Implement	Beaufort West			46,000						CMIP	Local Gov. - J.Steyn
	4.48 5200.1 Beaufort West: Parks	Implement	Beaufort West	240,093		68,907						CMIP	Local Gov. - J.Steyn
	4.49 5210.1 Murraysburg: Sanitation	Approved	Murraysburg			87,600						CMIP	Local Gov. - J.Steyn
	4.50 5211.1 Leingsburg: Water	Implement	Leingsburg	1,140,000								CMIP	Local Gov. - J.Steyn
	4.51 5254.1 Göldnerville: Cemetery	Implement	Leingsburg			200,000						CMIP	Local Gov. - J.Steyn
	4.52 5255.1 Leingsburg: Sanitation	Approved	Leingsburg			233,000						CMIP	Local Gov. - J.Steyn
	4.53 5256.1 Murraysburg: Stormwater	Approved	Murraysburg			1,760,000						CMIP	Local Gov. - J.Steyn
	4.54 5257.1 Murraysburg: Roads	Approved	Murraysburg				3,045,000					CMIP	Local Gov. - J.Steyn
	4.55 5393.1 Noordend North: Streetlighting	Approved	Prince Albert			318,000						CMIP	Local Gov. - L Eksteen
	4.56 5394.1 Noordend: Streetlighting	Approved	Prince Albert			342,000						CMIP	Local Gov. - L Eksteen
	4.57 5395.1 Murraysburg: Sports Ground	Approved	Murraysburg			500,000						CMIP	Local Gov. - J.Steyn
	4.58 5400.1 Rustriana & KwaMandlenkosi: Roads	Approved	Beaufort West				5,000,000					CMIP	Local Gov. - J.Steyn
	4.59 5401.1 Rustriana & KwaMandlenkosi: Roads	Approved	Beaufort West			8,500,000						CMIP	Local Gov. - J.Steyn
	4.60 5402.1 Rustriana: Stormwater Ph1	Approved	Beaufort West				700,000					CMIP	Local Gov. - J.Steyn
	4.61 5403.1 Rustriana & KwaMandlenkosi: Sanitation	Approved	Beaufort West				798,000					CMIP	Local Gov. - J.Steyn
	4.62 5404.1 Rustriana: Stormwater Ph2	Approved	Beaufort West				700,000					CMIP	Local Gov. - J.Steyn
	4.63 5419.1 Nelspoort: Roads	Approved	Beaufort West			550,000						CMIP	Local Gov. - J.Steyn
	4.64 5420.1 Merweville: Roads	Approved	Beaufort West			420,001						CMIP	Local Gov. - J.Steyn
	4.65 5421.1 Beaufort West: Water	Approved	Beaufort West				400,000					CMIP	Local Gov. - J.Steyn
	4.66 5422.1 Beaufort West: Water	Approved	Beaufort West				347,900					CMIP	Local Gov. - J.Steyn
	4.67 5423.1 Merweville: Water	Approved	Beaufort West			40,000						CMIP	Local Gov. - J.Steyn
	4.68 5428.1 Beaufort West: Water	Approved	Beaufort West				240,000					CMIP	Local Gov. - J.Steyn
	4.69 5429.1 Rustriana & KwaMandlenkosi: Sanitation	Approved	Beaufort West				400,000					CMIP	Local Gov. - J.Steyn
	4.70 5430.1 Beaufort West: Water	Approved	Beaufort West				500,000					CMIP	Local Gov. - J.Steyn
	4.71 5431.1 KwaMandlenkosi: Sports Ground	Approved	Beaufort West				800,000					CMIP	Local Gov. - J.Steyn
	4.72 5454.1 Leingsburg: Road	Approved	Leingsburg			487,200						CMIP	Local Gov. - J.Steyn
	4.73 5455.1 Göldnerville& Bergvig: Roads	Pre-implementation	Leingsburg			1,291,000						CMIP	Local Gov. - J.Steyn
	4.47 5456.1 Göldnerville & Bergvig: Roads Ph3	Approved	Leingsburg				1,428,000					CMIP	Local Gov. - J.Steyn
	4.75 5457.1 Leingsburg Ext (300 erven): Sanitation	Approved	Leingsburg			570,500						CMIP	Local Gov. - J.Steyn
	4.76 5458.1 Leingsburg Ext(300 erven): Water	Approved	Leingsburg			537,000						CMIP	Local Gov. - J.Steyn
	4.77 5459.1 Leingsburg: Sanitation	Approved	Leingsburg			304,500						CMIP	Local Gov. - J.Steyn
	4.78 5460.1 Leingsburg Ext (300 erven): Roads	Approved	Prince Albert				320,000					CMIP	Local Gov. - J.Steyn
	4.79 5461.1 Leingsburg: Water	Approved	Leingsburg			326,000						CMIP	Local Gov. - J.Steyn
	4.80 5463.1 Prince Albert North: Noordend: Roads: Ph3	Approved	Prince Albert				3,000,000					CMIP	Local Gov. - J.Steyn
	4.81 5464.1 Prince Albert: Water	Approved	Prince Albert				1,197,000					CMIP	Local Gov. - J.Steyn

	4.82 5465.1 Leeu Gamka: Biktenwater, Roads Ph2	Approved	Prince Albert			1,000,000						CMIP	Local Gov. - J.Steyn
	4.83 5466.1 Prince Albert South: Roads	Approved	Prince Albert			500,000						CMIP	Local Gov. - J.Steyn
	4.84 5467.1 Beaufort West: Hydroponics	Approved	Beaufort West					322,000				CMIP	Local Gov. - J.Steyn
	4.85 5474.1 Rustdene: High Mast Lights	Implement	Beaufort West	429,150		289,050						CMIP	Local Gov. - L Eksteen
	4.86 5476.1 Nelspoort: High Mast Lights	Approved	Beaufort West					381,900				CMIP	Local Gov. - L Eksteen
	4.87 5478.1 Hillside: High Mast Lights	Approved	Beaufort West					400,000				CMIP	Local Gov. - L Eksteen
	4.88 5479.1 Rustdene Stadium: Floodlights	Approved	Beaufort West					800,000				CMIP	Local Gov. - L Eksteen
	4.89 5487.1 Laingsburg: Streetlighting	Approved	Laingsburg			240,000						CMIP	Local Gov. - L Eksteen
	4.90 5488.1 Kleinstroom: Sanitation	Approved	Prince Albert			98,000						CMIP	Local Gov. - J Steyn
	4.91 5503.1 Murraysburg: High Mast Lights	Pre-Implementation	Murraysburg			718,200						CMIP	Local Gov. - L Eksteen
!	4.92 Install burglar bars		Beaufort West Reg/Library	6,000									
!	4.93 Ablution facility & access for disabled		Beaufort West Reg/Library	12,000									
!	4.94 Restore 11 steps		Gamkaskloof	89,000									
!	4.95 Stabilise chalet		Gamkaskloof	38,000									Department of Transport and Public Works
!	4.96 Restore Lenie Marais Outbuilding		Gamkaskloof	80,000									
!	4.97 Home Lenie Marais: Electical		Gamkaskloof	40,000									
!	4.98 Replace canvas		Gamkaskloof	4,000									
	4.99 Rapid response to projects submitted for EIA authorisation	Budget confirmed	Prince Albert: 2x Bulk services; 1x sewage pipeline upgrade and 1x storm water		80,000								
			Leeu Gamka: storm water										
			Beaufort West: Two power line & Vastkoppies landfill upgrade										DEA & DP
			District Municipality: Water pipeline & Merweville Sewage Works Upgrade										
5. Exploit land and agricultural opportunities Initiatives to support: -Exploit unique rural circumstances of the area - Add value to local agricultural products within the region region -Targeted access to agricultural land by previously disadvantaged -Ensure food security in the region													
Note: Dependency on National Counterfunding	5.1 Build a Packing House for the hydroponics farm project* (LED)	Expansion of production capacity was prioritised above the packing house development.		2,000,000									Nat' Dept(Sci&Tech) Prov ** (Publ.Works) Local
	5.2 Avail unused land at schools for agricultural purposes (community gardens)	To be implemented	Central Karoo DM /Beaufort West										WCED
	5.3 Biosphere Reserve (clusier) viability research	Budget confirmed	Central Karoo	100,000		50,000							DEA & DP
	5.4 Research into the effect of climate change and desertification on the natural landscape	Budget confirmed	Central Karoo	50,000		50,000							DEA & DP
	5.5 Determine the need for land alienation, implementation and drafting of business plans for small farmers (Kleinbaai westplig)	Budget confirmed	Prince Albert	50,000		50,000							DEA & DP
*	5.6 Bakovensfontein land reform farm: Infrastructure	not on previous schedule:repair of infrastructure : land reform project: to be completed in 2004-2005				425,000							Agriculture
*	5.7 Further development of Murraysburg commonage	not on previous schedule: completion of infrateructure in 2004-2005				88,000							Agriculture
*	5.8 Nelspoort farm development	not on previous schedule: to be planned											Agriculture
*	5.9 Leeu-Gamka nursery	not on previous schedule: planning underway	Leeu Gamka										Agriculture
6. Ensure a clean and healthy environment and sustainable use of resources Initiatives to support: -Use sustainable power generation practices -Recycling of waste materials in settlements -Clean, well-maintained streets and public spaces													
	6.1 Western Cape Clean up Operation - Waste Minimisation and Recycling	Budget confirmed	Laingsburg		200,000		200,000						Department of Environmental Affairs and Development Planning & Municipalities
	6.2 Western Cape Clean up Operation - Waste Minimisation and Recycling	Budget confirmed	Beaufort West		250,000		250,000						
	6.3 Western Cape Clean up Operation - Waste Minimisation and Recycling	Budget confirmed	Prince Albert		120,000		200,000						
	6.4 Western Cape Clean up Operation - Waste Minimisation and Recycling	Budget confirmed	CMA (Central Karoo)		200,000		250,000						
7. Improving effective governance Initiatives to support: -High levels of community participation and promotion of civic pride -Improving the management capacity of the spheres of government involved	7.1 Est of an econ develop unit for the DM: Assist with training capacity for the officials in the DM involved in LED promotion (LED)	Co-fund the capacity building training provided to the B-Municipalities located in the demarcated area of their district municipality.Co-fund the completion of a database of baseline information (for the district and the B-municipalities), to be housed and maintained in the EDU. CKDM has completed the first baseline and has progressed on establisment of the EDU.			200,000		200,000		200,000				Econ Dev & Tourism (Prov: ED&T)
Note: Dependency on National Counterfunding - estimate in outer years	7.2 Support of consumer advice offices (DTI)	ongoing			108,000		154,000		10,800		108,000		Econ Dev & Tourism (Prov: ED&T)
	7.3 Environmental Toolkit Project. Joint Project with DEAT	Budget confirmed			20,000								DEA&DP
	7.4 Rapid response to projects submitted for EIA authorisation	Budget confirmed	Laingsburg: Prins Albert		10,000								DEA & DP
	7.5 Drafting a business plan for town / renewal projects	Budget confirmed	Beaufort West	50,000		50,000							DEA & DP
	7.6 Establishment of a multi purpose centre		Beaufort West	136,000		845,000							Social Services and

	7.7 Establishment of a multi purpose centre		Laingsburg	124,253		1,295,000							Poverty Alleviation
Note: No funds available Need R5-6 m	7.8 Establishment of a multi purpose centre * (Note Priority Need)	need approximatley R 6m - no funds currently available	Prince Albert										
	7.9 Rapid response to projects submitted for EIA authorisation	Budget confirmed	Matjiesfontein, Murraysburg		10,000								DEA & DP
	7.10 Environmental awareness raising programme for local communities (EIA participation and environmental conflict resolution)						60,000						DEA & DP
	7.11 Draft a rural management framework for the region that focuses on spatial land uses, the need for farmworker settlement, the establishment of agri-villages, socio-economic circumstances and rural management		Prince Albert	50,000	50,000	50,000							DEA & DP
!	7.12 District Co-ordinator		Laingsburg		124,000		130,000						
!	7.13 Medical Officer		Laingsburg		35,000		40,000						Department of Health
	7.14 Involvement with the preparation of the District Health Plan together with the other role players and driven by HST.		Beaufort West Hospital		12,882,000								
			Beaufort West CHC (PAWC)		2,590,000								Department of Health
			Central Karoo D.M		4,058,000								
			Beaufort West		1,726,000								Department of Health
			Laingsburg Municipality (EHS)		26,000								
			Prince Albert Municipality		612,000								Department of Health
			Murraysburg Provincial Aided Hospital		1,705,000								
			Prince Albert Provincial Aided Hospital		2,800,000								Department of Health
			Laingsburg Provincial Aided Hospital		2,350,000								
			Nelspoort Hospital		5,806,000								Department of Health
	7.15 Rapid response to projects submitted for EIA authorisation	Budget confirmed	Beaufort West, Merweville, Murraysburg		50,000								DEA & DP
	7.16 Drafting of waterplans		Central Karoo	50,000	50,000	50,000							
!	7.17 One-stop service at helpdesks at paypoints				30,000		32,100		34,347				Social Services and Poverty Alleviation
TOTAL				50,258,385	141,401,013	55,971,254	118,000,795	43,236,160	119,253,470	64,335,000	26,077,512		

Key

	No information on this project received from responsible Department
*	New project and/or revised budgets
!	Non-development projects

(PGWC, 2004: Schedules)

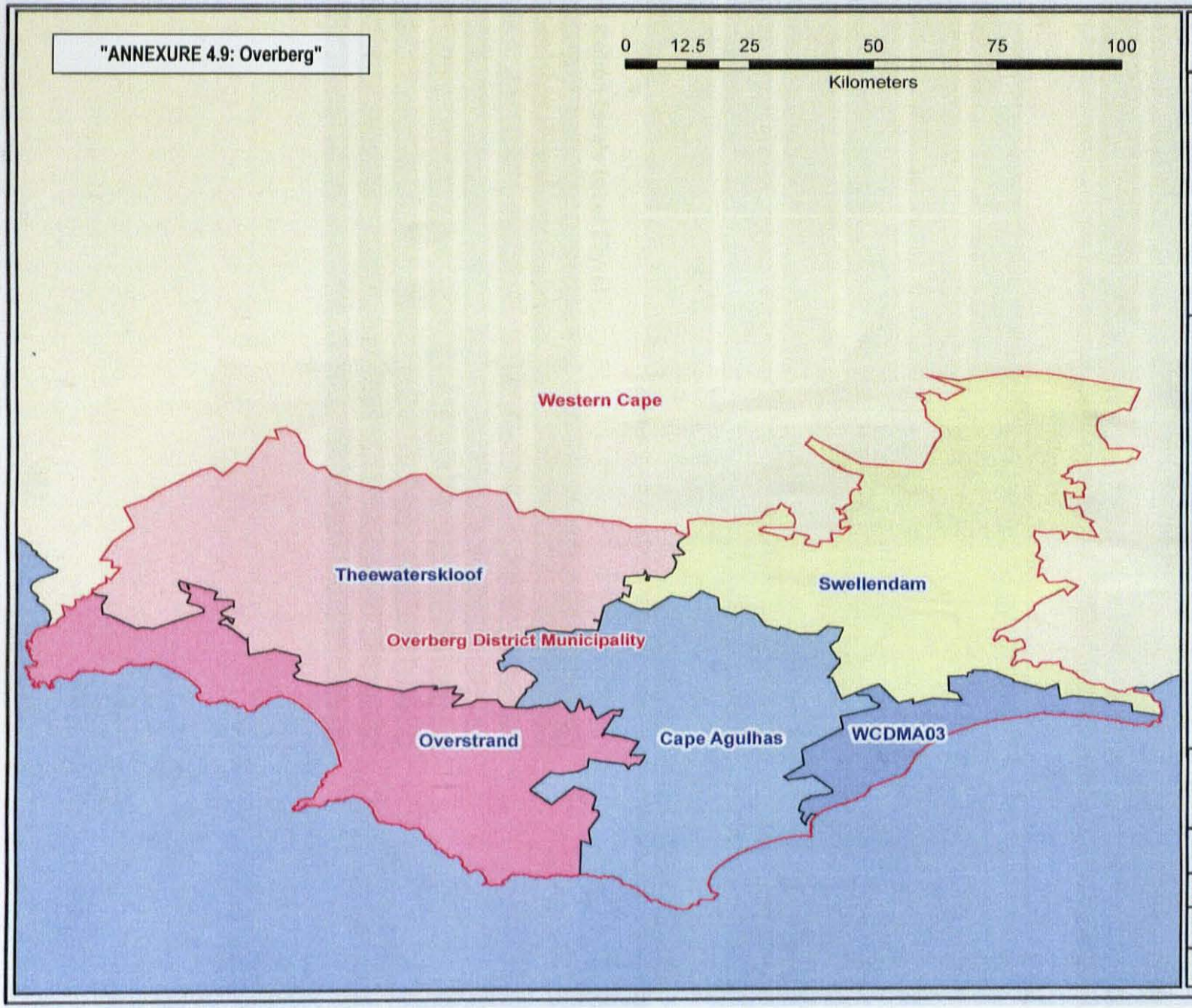
	7.7 Establishment of a multi purpose centre		Laingsburg	124,255		1,225,000							Poverty Alleviation
Note: No funds available Need R5 4 m	7.8 Establishment of a multi-purpose centre * (Note Priority Need)	need approximatley R 6m - no funds currently available	Prince Albert										
	7.9 Rapid response to projects submitted for EIA authorisation	Budget confirmed	Matjiesfontein, Murraysburg		10,000								DEA & DP
	7.10 Environmental awareness raising programme for local communities (EIA participation and environmental conflict resolution)						60,000						DEA & DP
	7.11 Draft a rural management framework for the region that focuses on spatial land uses, the need for farmworker settlement, the establishment of agri-villages, socio-economic circumstances and rural management		Prince Albert	50,000	50,000	50,000							DEA & DP
!	7.12 District Co-ordinator		Laingsburg		124,000		130,000						
!	7.13 Medical Officer		Laingsburg		35,000		40,000						Department of Health
	7.14 Involvement with the preparation of the District Health Plan together with the other role players and driven by HST.		Beaufort West Hospital		12,992,000								
			Beaufort West CHC (PAWC)		2,560,000								Department of Health
			Central Karoo D.M		4,958,000								
			Beaufort West		1,729,000								Department of Health
			Laingsburg Municipality (EHS)		28,000								
			Prince Albert Municipality		512,000								Department of Health
			Murraysburg Provincial Aided Hospital		1,786,000								
			Prince Albert Provincial Aided Hospital		2,800,000								Department of Health
			Laingsburg Provincial Aided Hospital		2,350,000								
			Nelspoort Hospital		5,805,000								Department of Health
	7.15 Rapid response to projects submitted for EIA authorisation	Budget confirmed	Beaufort West, Merweville, Murraysburg		50,000								DEA & DP
	7.16 Drafting of waterplans		Central Karoo	50,000	50,000	50,000							
!	7.17 One-stop service at helpdesks at paypoints				36,000		32,000		34,347				Social Services and Poverty Alleviation
TOTAL				50,258,365	141,401,013	55,971,254	116,000,795	43,235,160	119,253,470	84,335,000	28,077,512		

Key

	No information on this project received from responsible Department
*	New project and/or revised budgets
!	Non-development projects

(PGWC, 2004: Schedules)

"ANNEXURE 4.9: Overberg"



WESTERN CAPE PROVINCE
LOCALITY MAP: Overberg District Municipality

Legend

Overberg

Local Municipalities

- Cape Agulhas
- Overstrand
- Swellendam
- Theewaterskloof
- WCDMA03
- Western Province

Department of Environmental Affairs & Development Planning
Chief Directorate Development Planning
Sub-Directorate Information Services
4 Leeuwen Street
Private Bag X9086
Cape Town, 8000
Tel (021) 483-3688
Fax (021) 483-4440

This map was compiled with ArcView GIS software: ArcGIS9

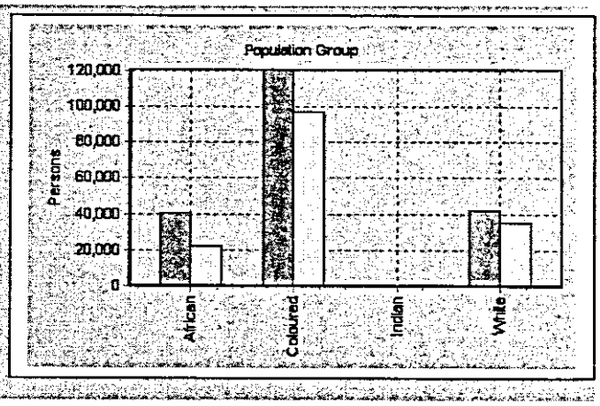
Disclaimer:
The datasets used to compile this map were acquired from various sources of which the accuracy cannot be guaranteed.

COMPILED BY:	DATE:
S. Damons	23/09/2005
PROJECT NAME: AVOO73_2005	FILE NAME: Overberg District Mun

ANNEXURE 4.10: SOCIO-ECONOMIC PROFILE AND ACCESS TO SERVICES IN THE OVERBERG DISTRICT MUNICIPALITY

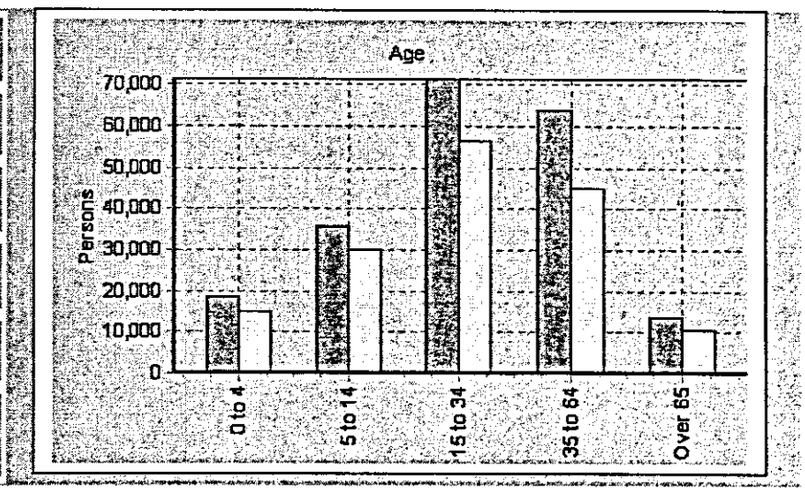
Population: 203 519
Population Group

Persons	2001	1996
African	40387	22077
Coloured	120538	96635
Indian	270	179
White	42324	35341
Total Population	203519	159033



Age

Persons	2001
0 to 4	18485
5 to 14	35771
15 to 34	71484
35 to 64	64025
Over 65	13755



Education levels (over 20yrs)

Highest Education Levels Attained	In 2001
No Schooling	9541
Some Primary	28797
Complete Primary	13107
Secondary	43177
Grade 12	25550
Higher	11415

ANNEXURE 4.10: SOCIO-ECONOMIC PROFILE AND ACCESS TO SERVICES IN THE OVERBERG DISTRICT MUNICIPALITY

Population: 203 519
Population Group

Persons	2001	1996
African	40387	22077
Coloured	120538	96635
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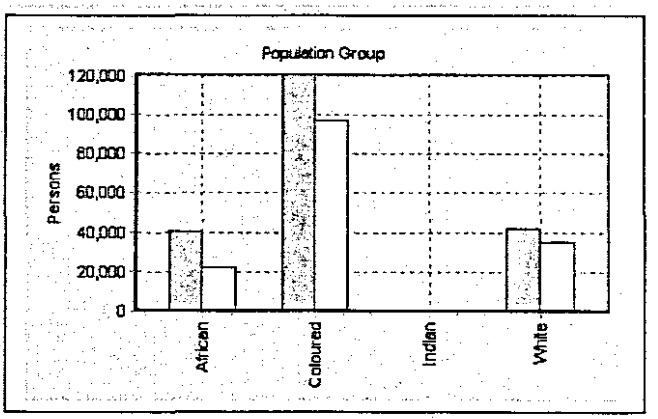
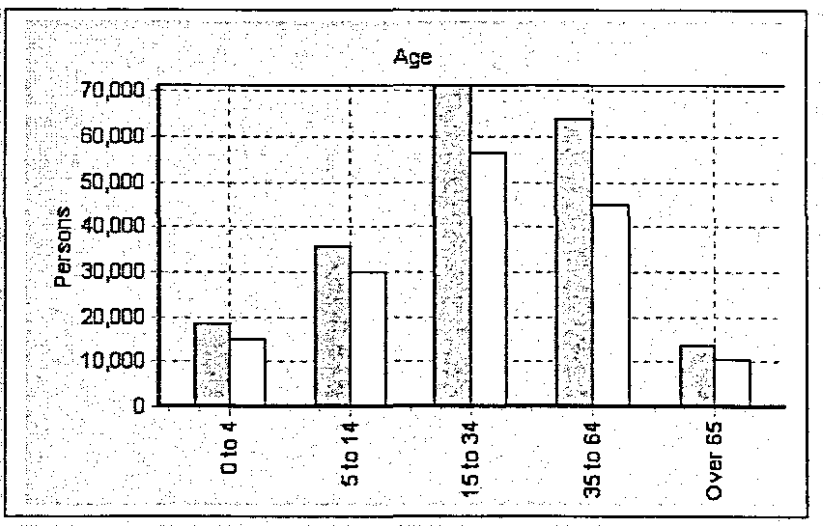
Total Population	203519	159033



Age

Persons	2001
0 to 4	18485
5 to 14	35771
15 to 34	71484
35 to 64	64025
Over 65	13755

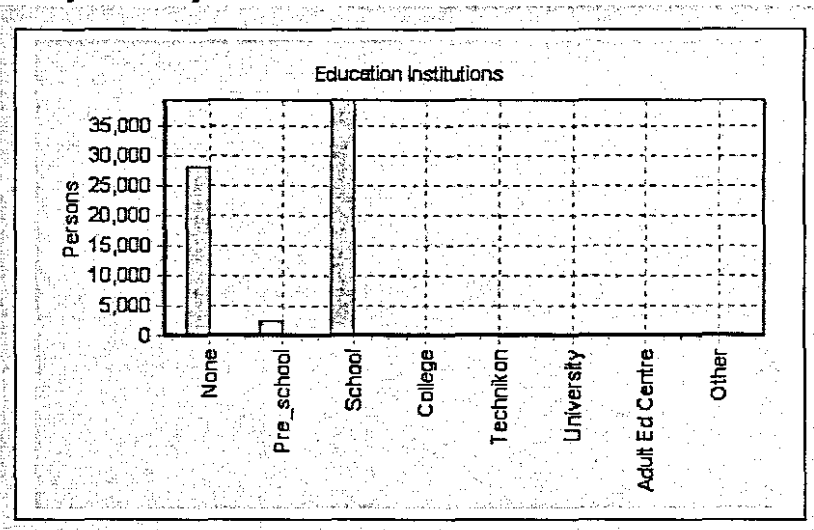


Education levels (over 20yrs)

Highest Education Levels Attained	In 2001
No Schooling	9541
Some Primary	28797
Complete Primary	13107
Secondary	43177
Grade 12	25550
Higher	11415

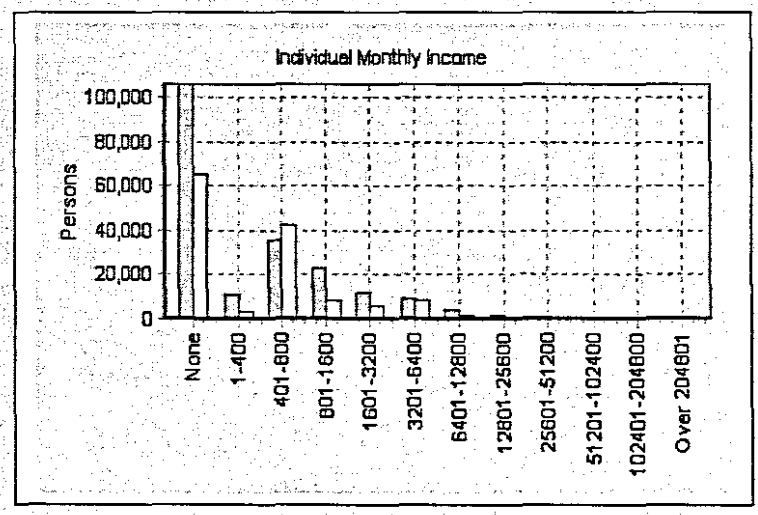
Education Institutions Being Attended by 5 to 24 year olds

Persons	2001
None	28104
Pre_school	2456
School	39258
College	165
Technikon	104
University	163
Adult Education Centre	46
Other	235



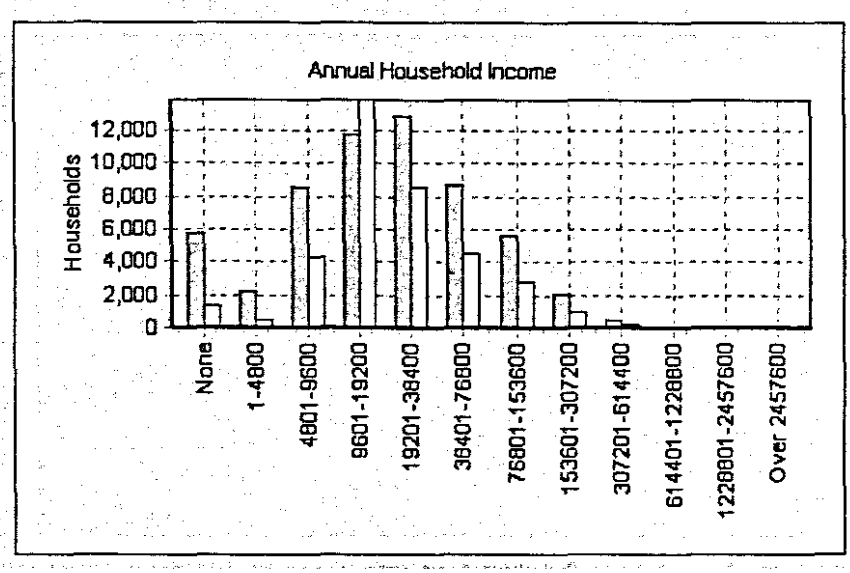
Poverty levels:
Individual Monthly Income

Persons	In 2001
None	106318
R1 – 400	10755
R401 – 800	35525
R801 – 1600	22854
R1601 – 3200	12202
R3201 – 6400	9163
R6401 – 12800	4569
R12801 – 25600	1298
R25601 – 51200	424
R51201 – 102400	210
R102401 – 204800	138
Over R204801	65



Annual Household Income

Households	2001
None	5722
R1 – 4800	2207
R4801 – 9600	8615
R9601 – 19200	11748
R19201 – 38400	12838
R38401 – 76800	8768
R76801 - 153600	5612
R153601 - 307200	2133
R307201 - 614400	534
R614401 - 1228800	177
R1228801 – 2457600	139
Over R2457600	75

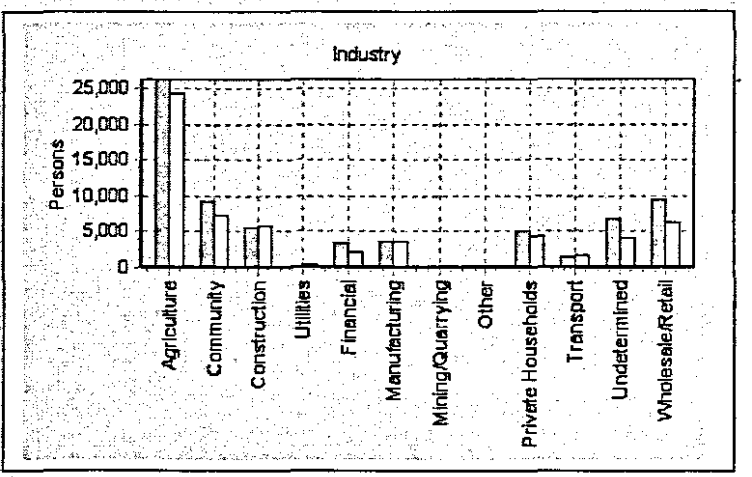


Unemployment levels:

Persons	2001
Employed	71599
Unemployed	16341
Not Economically Active	48798
Total Labour Force	87940

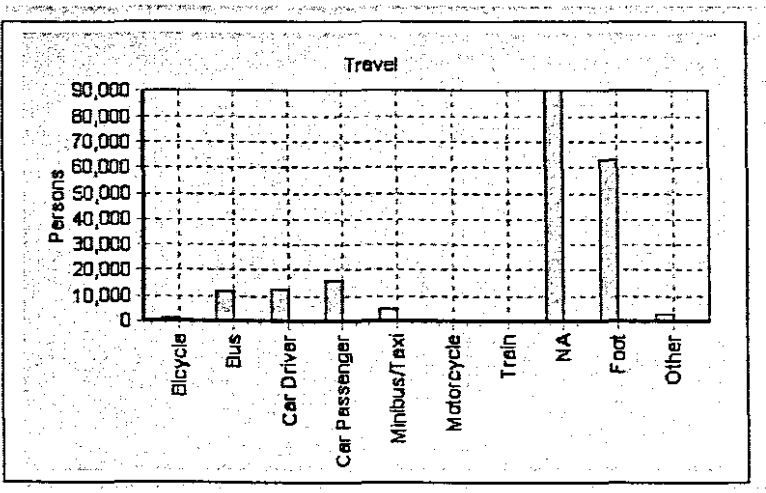
Key economic activities:

Persons	2001
Agriculture/Forestry/Fishing	26286
Community/Social/Personal	9345
Construction	5522
Electricity/Gas/Water	308
Financial/Insurance/Real Estate/Business	3425
Manufacturing	3644
Mining/Quarrying	77
Other	0
Private Households	5114
Transport/Storage/Communication	1561
Undetermined	6898
Wholesale/Retail	9419



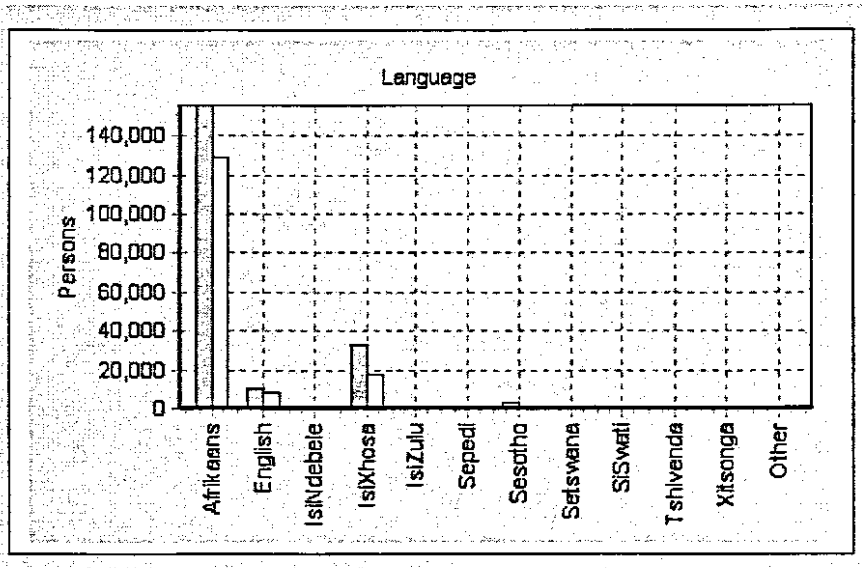
Mobility (Travel for Work or School)

Persons	2001
Bicycle	1185
Bus	12075
Car Driver	12350
Car Passenger	16116
Minibus/Taxi	4963
Motorcycle	386
Train	225
NA	90337
Foot	63217
Other	2653



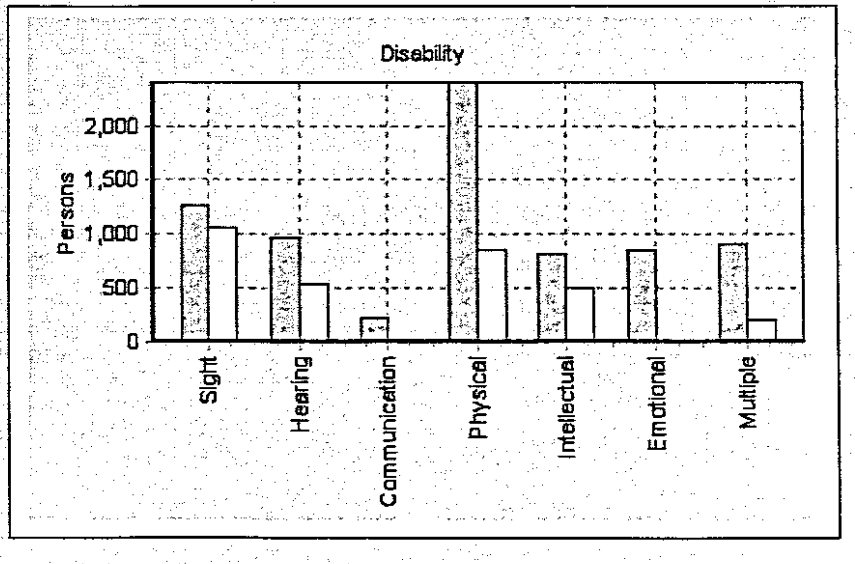
Language

Persons	2001	1996
Afrikaans	*155670*	*129156*
English	10715	8031
IsiNdebele	55	88
IsiXhosa	***32591***	***17258***
IsiZulu	260	67
Sepedi	64	40
Sesotho	3502	1543
Setswana	121	37
SiSwati	47	4
Tshivenda	29	7
Xitsonga	55	8
Other	411	530

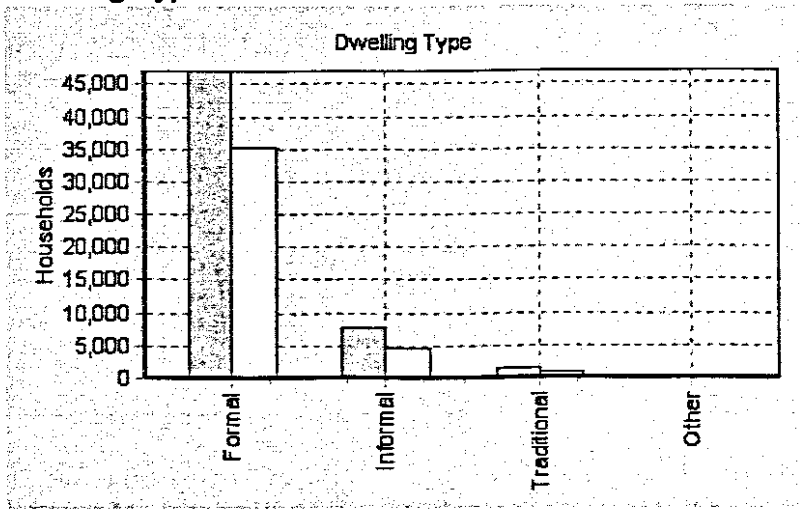


People with Disabilities

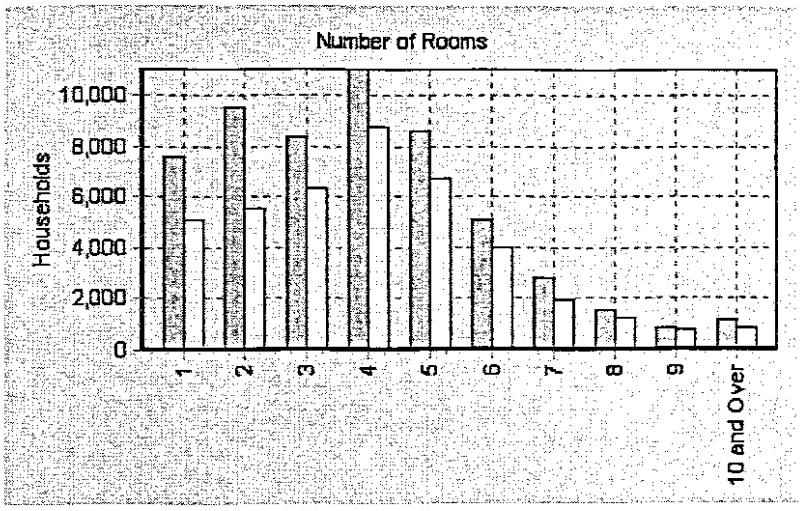
Persons	2001
Sight	1261
Hearing	961
Communication	221
Physical	2403
Intellectual	821
Emotional	866
Multiple	920



Dwelling Type

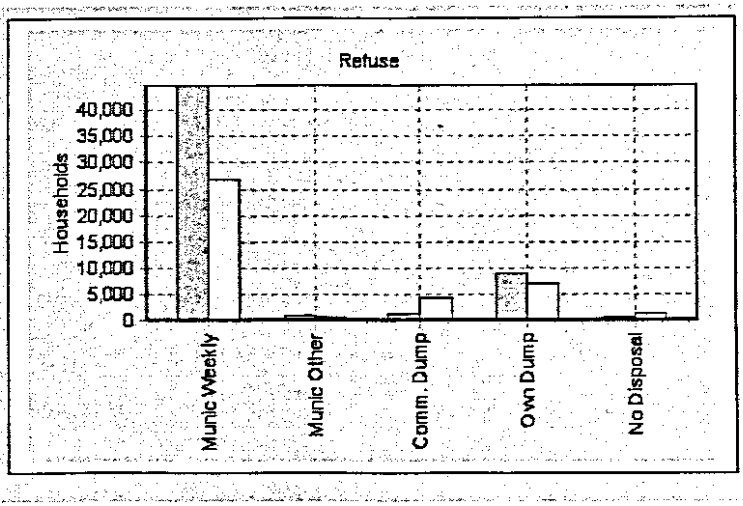


Number of Rooms



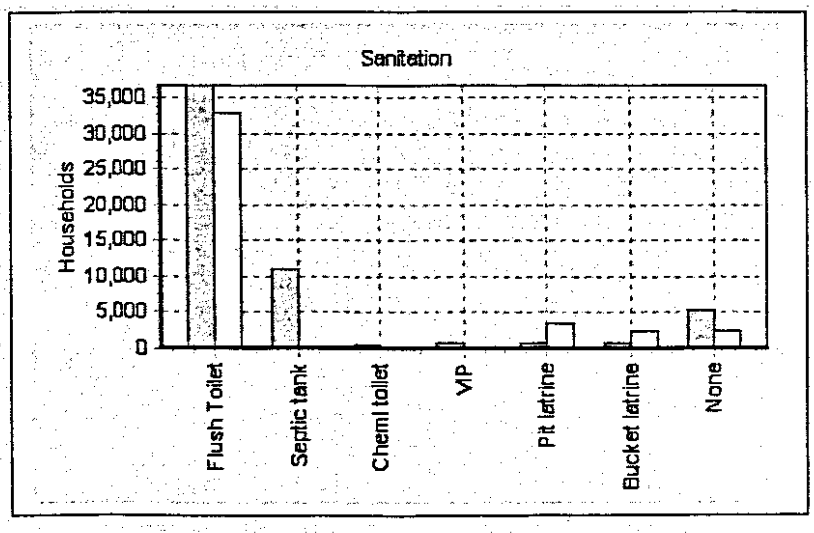
Refuse

Households	2001
Munic Weekly	44738
Munic Other	944
Communal Dump	1331
Own Dump	9042
No Disposal	603



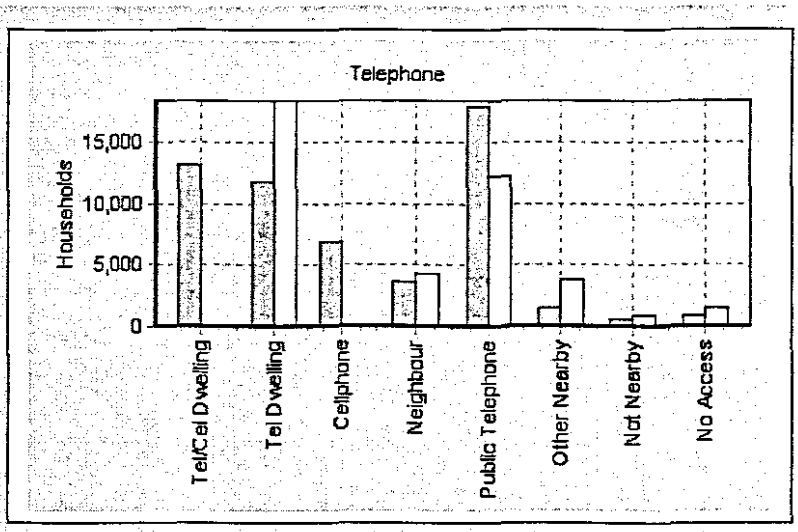
Sanitation

Households	2001
Flush Toilet	36722
Flush septic tank	11169
Chemical toilet	620
VIP	924
Pit latrine	933
Bucket latrine	880
None	5411



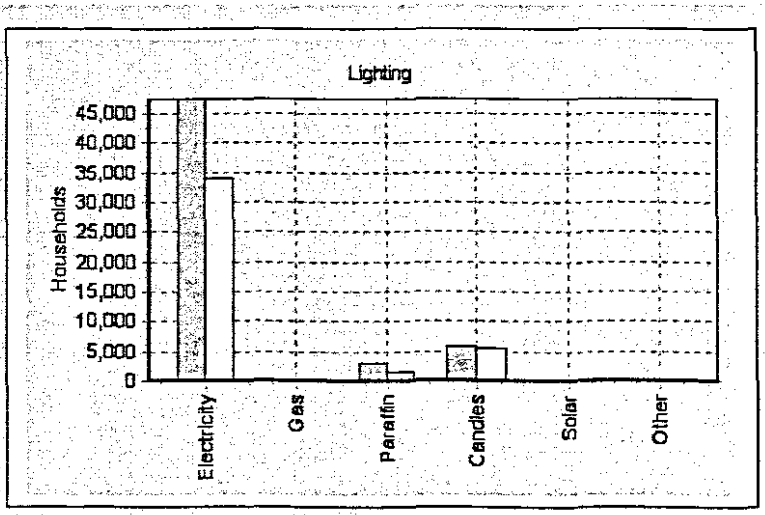
Telephone

Households	2001
Telephone and Cellphone in Dwelling	13205
Telephone only in Dwelling	11841
Cellphone	6835
Neighbour	3712
Public Telephone	18000
Other - Nearby	1523
Other - Not Nearby	649
No Access	895



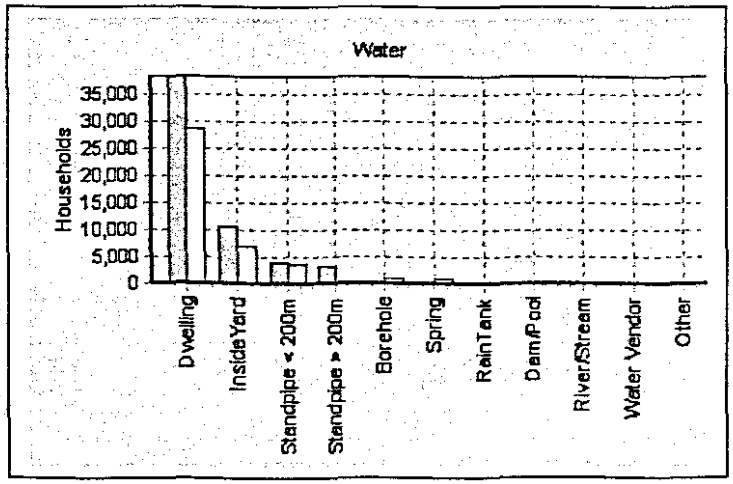
Source of Energy for Lighting

Households	2001
Electricity	47444
Gas	138
Paraffin	3192
Candles	5717
Solar	35
Other	130

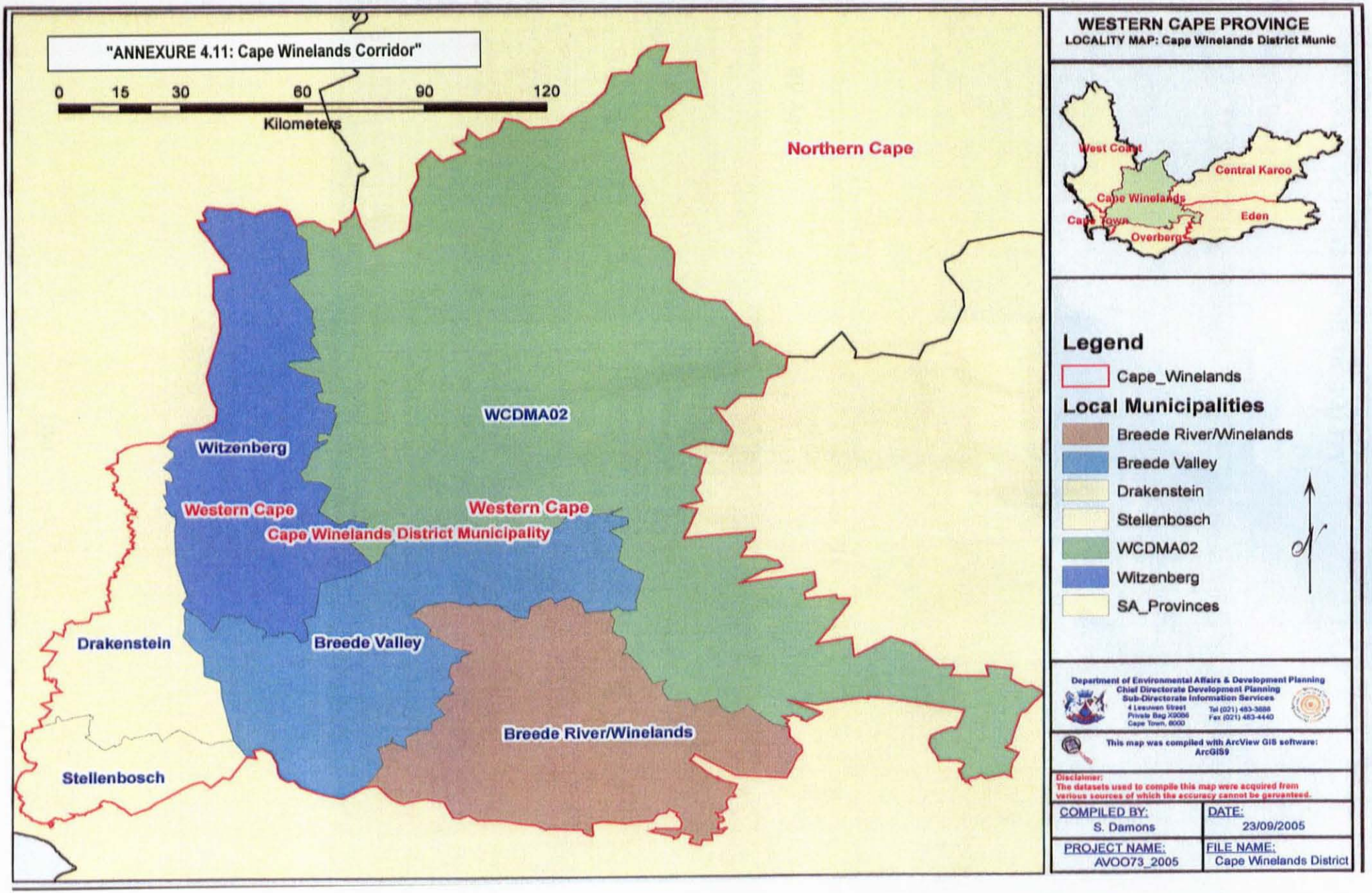


Water

Households	2001
Dwelling	38155
InsideYard	10545
Community Stand	3980
Community stand over 200m	3298
Borehole	31
Spring	30
RainTank	63
Dam/Pool/Stagnant Water	167
River/Stream	99
Water Vendor	11
Other	278



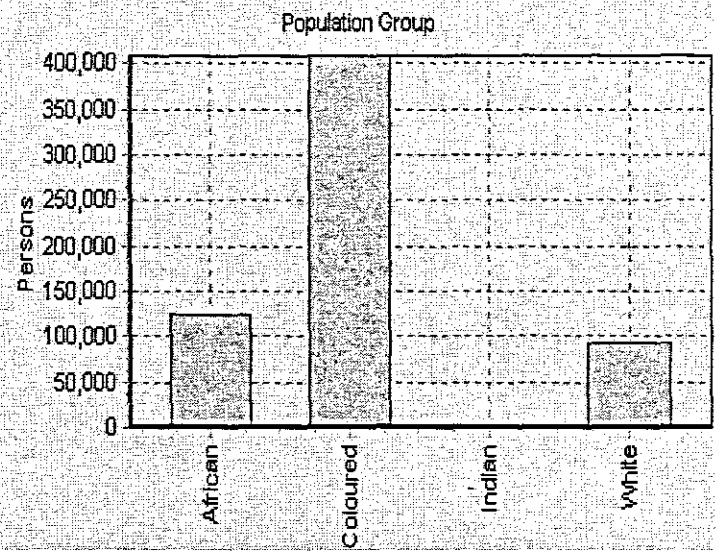
(2001 Census)


"ANNEXURE 4.11: Cape Winelands Corridor"
0 15 30 60 90 120
Kilometers
Northern Cape
WCDMA02
Witzenberg
Western Cape
Western Cape
Cape Winelands District Municipality
Drakenstein
Breede Valley
Breede River/Winelands
Stellenbosch
WESTERN CAPE PROVINCE
LOCALITY MAP: Cape Winelands District Munic
West Coast
Central Karoo
Cape Winelands
Cape Town
Eden
Overberg
Legend
Cape_Winelands
Local Municipalities
Breede River/Winelands
Breede Valley
Drakenstein
Stellenbosch
WCDMA02
Witzenberg
SA_Provinces
Department of Environmental Affairs & Development Planning
Chief Directorate Development Planning
Sub-Directorate Information Services
4 Leeuwen Street
Private Bag X9086
Cape Town, 8000
Tel (021) 483-3886
Fax (021) 483-4440
This map was compiled with ArcView GIS software:
ArcGIS9
Disclaimer:
The datasets used to compile this map were acquired from
various sources of which the accuracy cannot be geruanteed.
COMPILED BY:
S. Damons
DATE:
23/09/2005
PROJECT NAME:
AVOO73_2005
FILE NAME:
Cape Winelands District

ANNEXURE 4.12: SOCIO-ECONOMIC PROFILE AND ACCESS TO SERVICES IN THE CAPE WINELANDS DISTRICT MUNICIPALITY

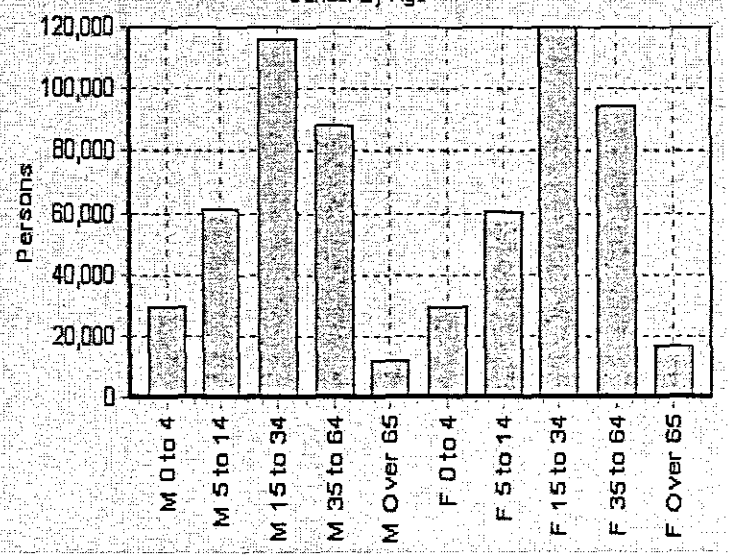
Population: 629 491
Population Group

Persons	2001	1996
African	124865	83700
Coloured	408838	370260
Indian	1485	1283
White	94303	99840
Total Population	629491	563312



Gender By Age

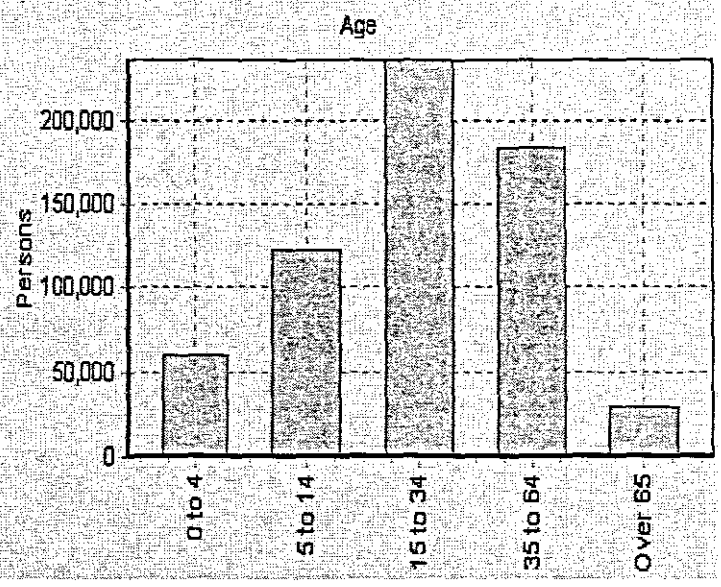
Persons	2001	1996
Males - 0 to 4	29738	28216
Males - 5 to 14	61358	56805
Males - 15 to 34	116174	108492
Males - 35 to 64	88601	72932
Males - Over 65	12166	10544
Females - 0 to 4	29406	28212
Females - 5 to 14	60422	56276
Females - 15 to 34	120078	107378
Females - 35 to 64	94877	75337
Females - Over 65	16670	14373
Males - Total	308037	276989
Females - Total	321453	281576



Age

Age

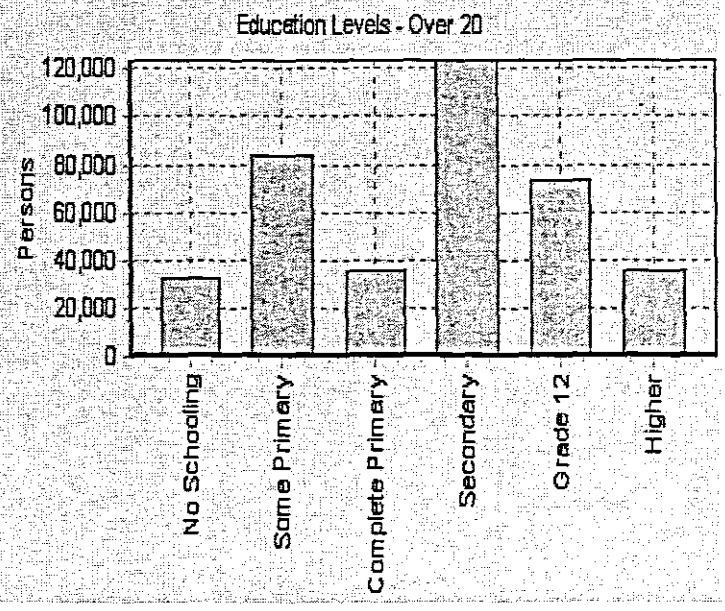
Persons	2001	1996
0 to 4	59144	56532
5 to 14	121779	113177
15 to 34	236252	215834
35 to 64	183478	148141
Over 65	28836	25049



Education levels (over 20 years)

Highest Education Levels Attained by Over 20 year olds

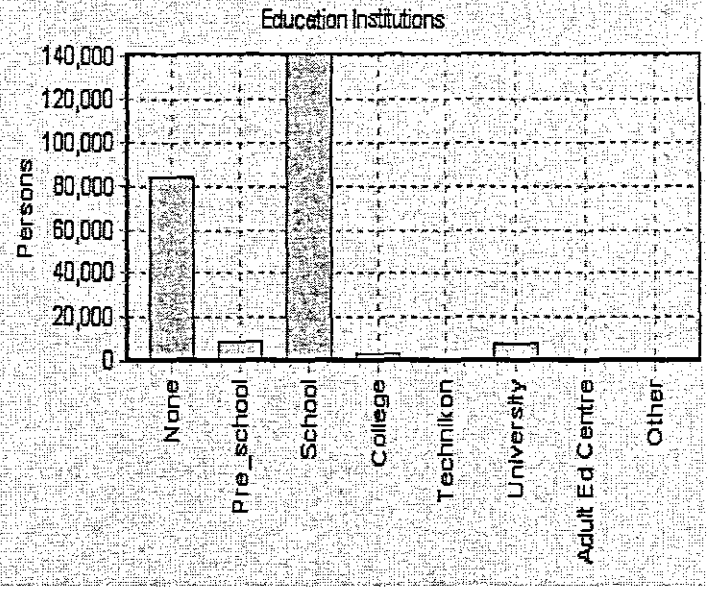
Persons	2001	1996
No Schooling	32059	33929
Some Primary	83688	71330
Complete Primary	35222	31086
Secondary	123431	105578
Grade 12	73398	50031
Higher	35630	29713



Education Institutions

Education Institutions Being Attended by Persons

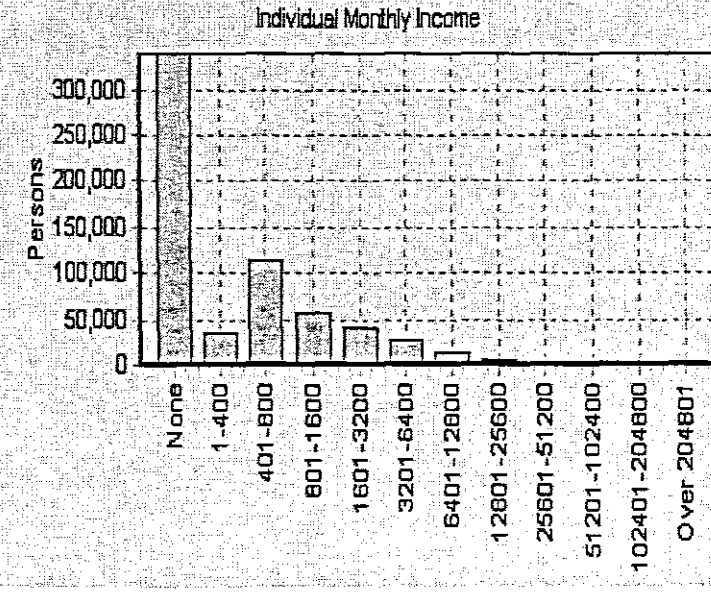
Persons	2001	1996
None	83846	-
Pre_school	8578	-
School	141372	-
College	2934	-
Technikon	1133	-
University	8156	-
Adult Education Centre	220	-
Other	607	-



Poverty levels:
Individual Monthly Income

Individual Monthly Income

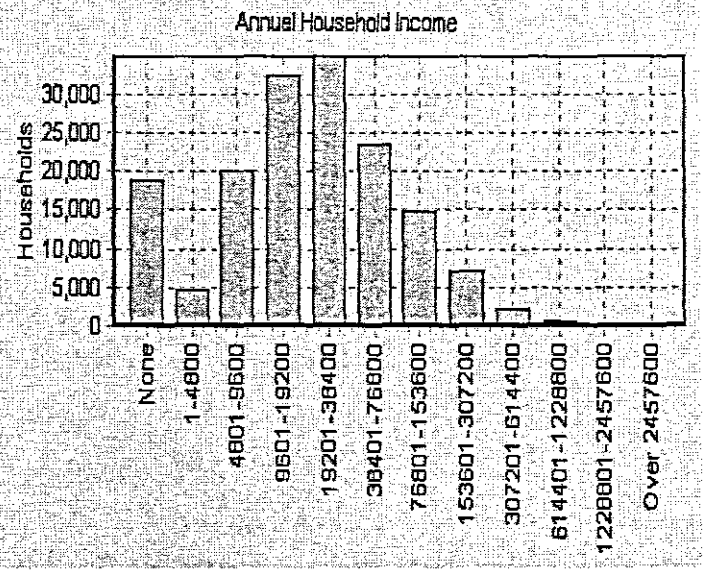
Persons	2001	1996
None	340074	255123
R1 - 400	34132	8726
R401 - 800	113351	131747
R801 - 1600	56185	34490
R1601 - 3200	39878	26175
R3201 - 6400	25919	31341
R6401 - 12800	12852	7149
R12801 - 25600	4264	1420
R25601 - 51200	1454	909
R51201 - 102400	703	654
R102401 - 204800	436	-
Over R204801	248	-



Annual Household Income

Annual Household Income

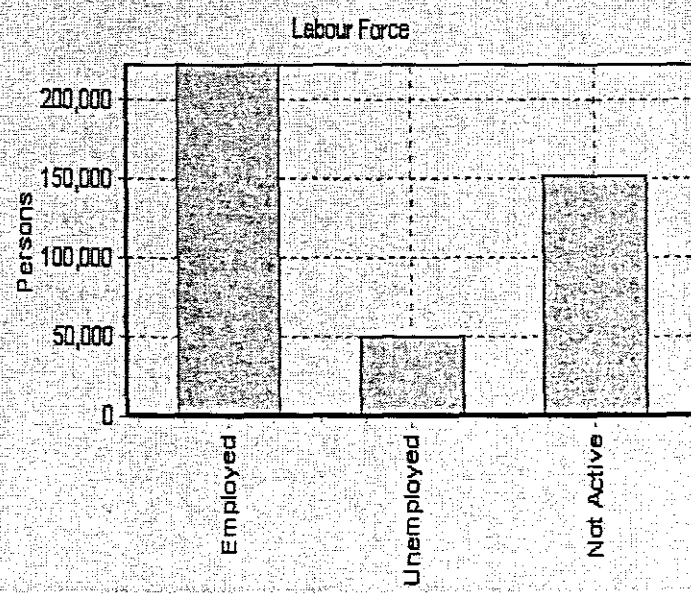
Households	2001	1996
None	18857	5342
R1 - 4800	4685	1446
R4801 - 9600	20001	12116
R9601 - 19200	32343	41681
R19201 - 38400	34792	28360
R38401 - 76800	23360	15553
R76801 - 153600	14868	10680
R153601 - 307200	7151	4268
R307201 - 614400	2059	780
R614401 - 1228800	640	-
R1228801 - 2457600	414	-
Over R2457600	264	-



Unemployment levels (Labour Force):

Labour Force

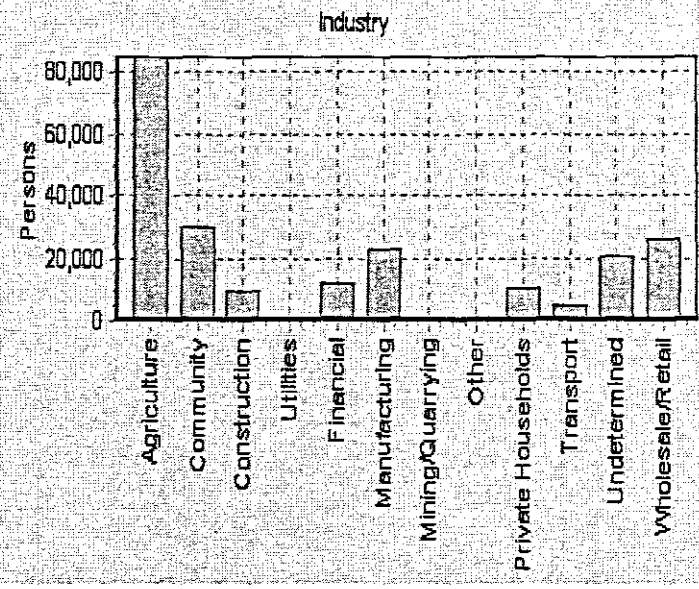
Persons	2001	1996
Employed	221114	206942
Unemployed	49785	33452
Not Economically Active	151557	-
Total Labour Force	270899	-



Key economic activities:

Industry

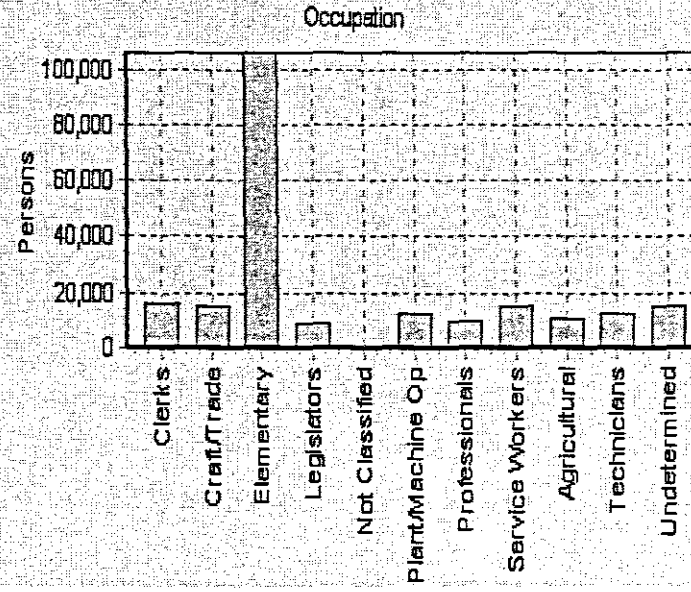
Persons	2001	1996
Agriculture/Forestry/Fishing	84739	75469
Community/Social/Personal	29689	30380
Construction	9498	11422
Electricity/Gas/Water	683	1059
Financial/Insurance/Real Estate/Business	11735	9708
Manufacturing	22895	30653
Mining/Quarrying	488	412
Other	6	-
Private Households	10208	9770
Transport/Storage/Communication	4668	6057
Undetermined	20733	12012
Wholesale/Retail	25749	20241



Occupation

Occupation

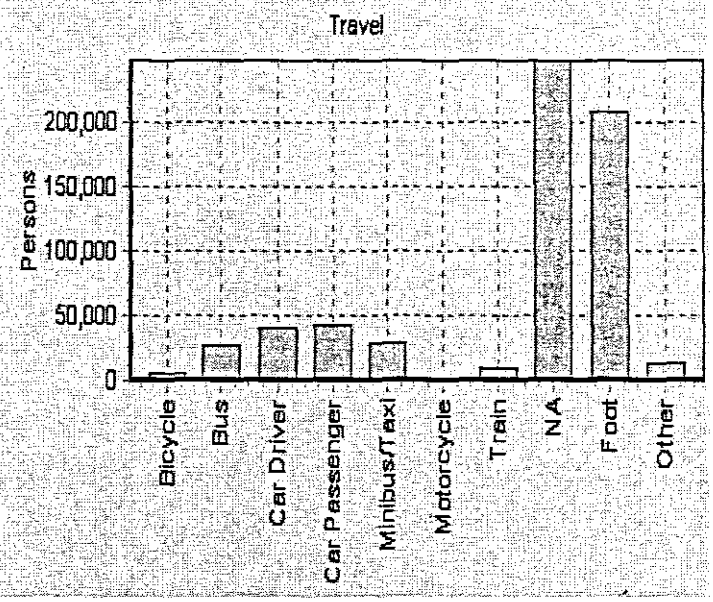
Persons	2001	1996
Clerks	15940	13210
Craft/Trade	14989	17244
Elementary	105914	99962
Legislators/Senior Officials	8784	7957
Unspecified/Not Economically Classified	0	-
Plant/Machine Operators	12246	11867
Professionals	9738	14449
Service Workers	15122	14137
Agricultural/Fishery	10624	-
Technicians	12794	7663
Undetermined	14958	-



Mobility (Travel for Work or School)

Mode of Travel for Work or School

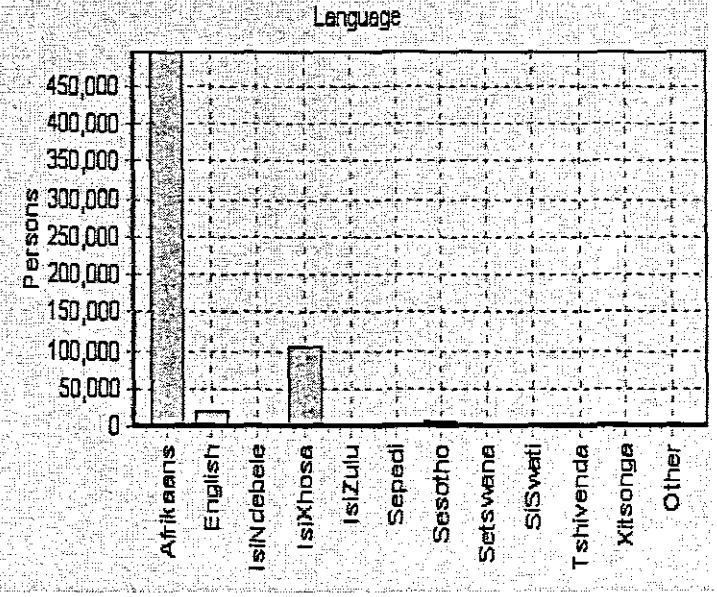
Persons	2001	1996
Bicycle	6360	-
Bus	27813	-
Car Driver	40970	-
Car Passenger	42224	-
Minibus/Taxi	28583	-
Motorcycle	1614	-
Train	10094	-
NA	249270	-
Foot	209230	-
Other	13323	-



Language

Language

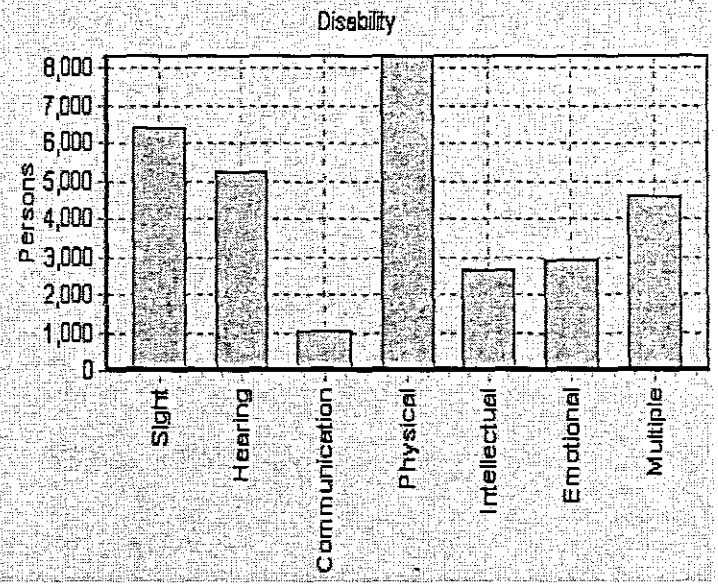
Persons	2001	1996
Afrikaans	496130	463257
English	19847	16825
IsiNdebele	125	880
IsiXhosa	104841	71669
IsiZulu	454	182
Sepedi	123	54
Sesotho	5789	2672
Setswana	232	160
SiSwati	107	34
Tshivenda	74	10
Xitsonga	179	25
Other	1588	2085



People with Disabilities

Disability

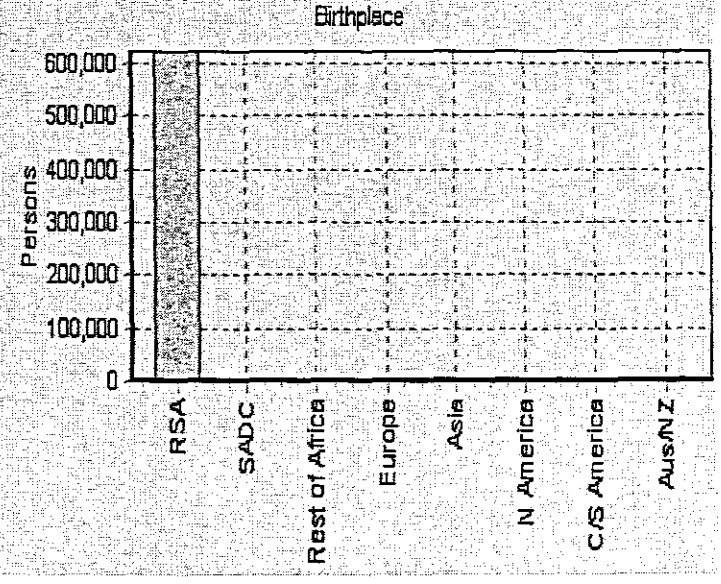
Persons	2001	1996
Sight	6385	3896
Hearing	5226	2139
Communication	1038	-
Physical	8323	3730
Intellectual	2624	1579
Emotional	2914	-
Multiple	4558	648



Birthplace

Birthplace

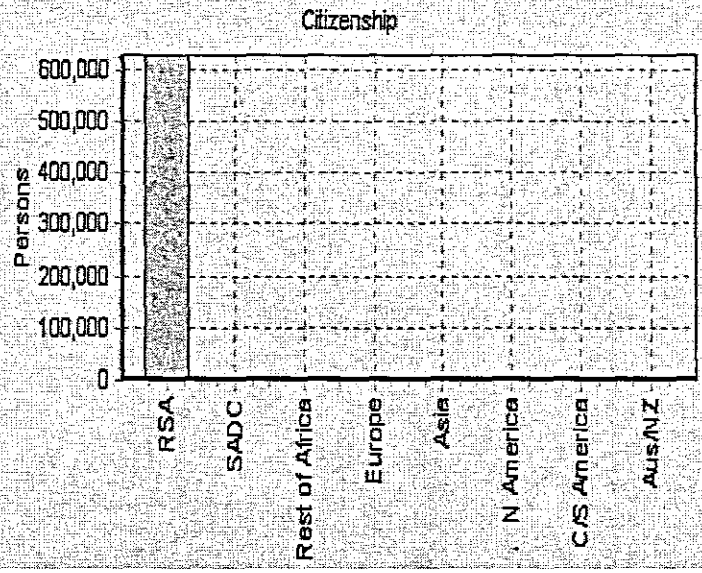
Persons	2001	1996
RSA	622433	-
SADC	3506	-
Rest of Africa	370	-
Europe	2510	-
Asia	250	-
North America	181	-
Central/South America	199	-
Australia/New Zealand	40	-



Citizenship

Citizenship

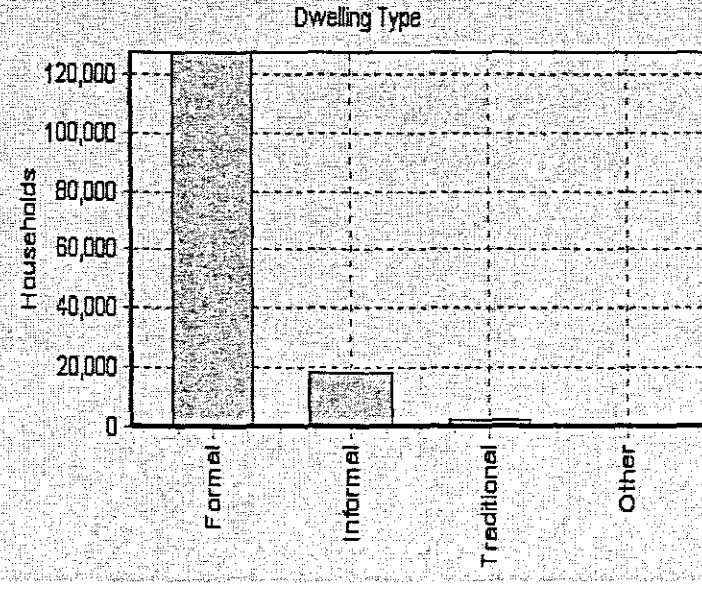
Persons	2001	1996
RSA	626557	560807
SADC	994	424
Rest of Africa	252	81
Europe	1353	1323
Asia	250	87
North America	110	85
Central/South America	86	68
Australia/New Zealand	23	14



Dwelling Type

Dwelling Type

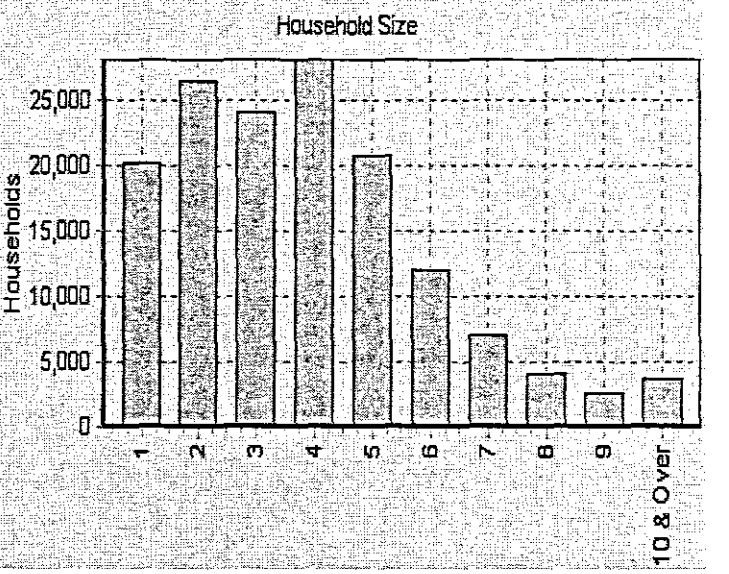
Households	2001	1996
Formal	127520	111591
Informal	18277	14491
Traditional	2894	2206
Other	425	728



Household Size

Household Size

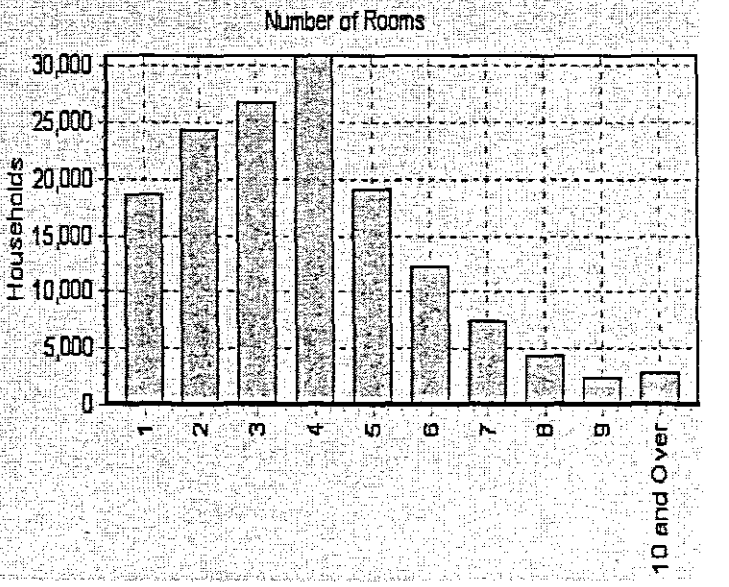
Households	2001	1996
1	20241	-
2	26491	-
3	24124	-
4	28188	-
5	20687	-
6	12078	-
7	7039	-
8	4105	-
9	2514	-
10 and Over	3651	-



Number of Rooms

Number of Rooms

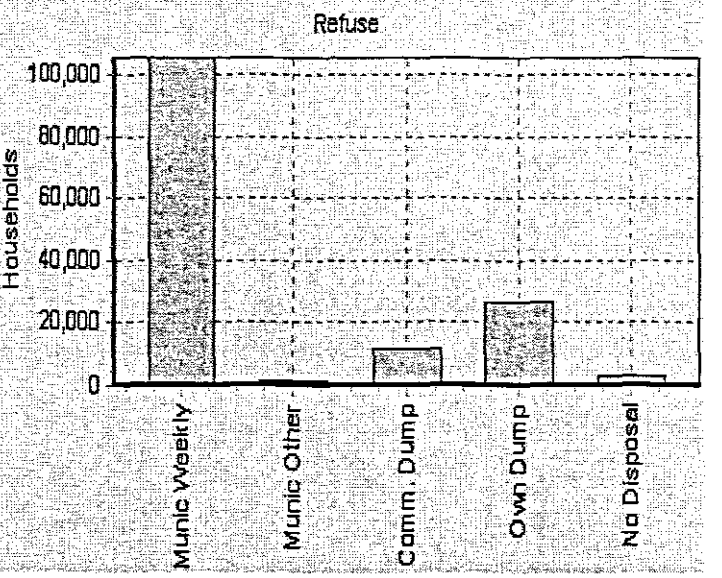
Households	2001	1996
1	18597	13730
2	24384	21050
3	26692	23974
4	30899	29260
5	19115	18039
6	12374	10544
7	7415	5920
8	4485	3618
9	2369	2197
10 and Over	2790	2304



Refuse

Refuse

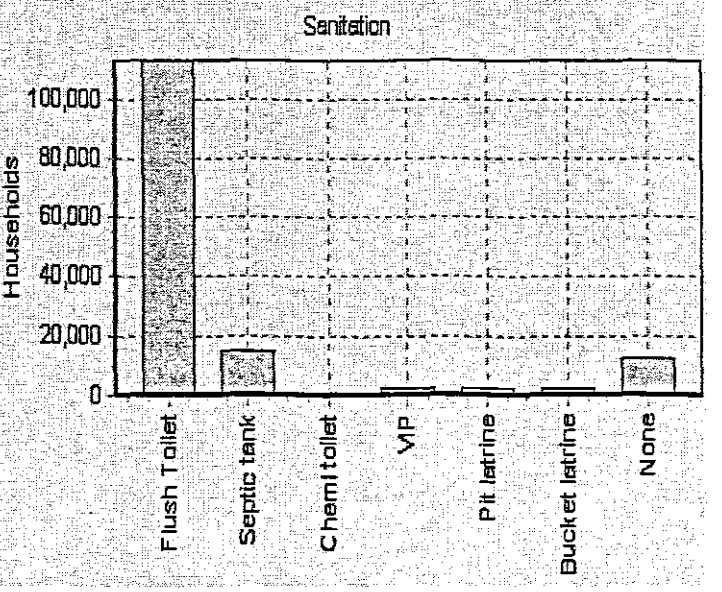
Households	2001	1996
Munic Weekly	105661	90679
Munic Other	1899	1807
Communal Dump	11713	15508
Own Dump	26800	17053
No Disposal	3048	2709



Sanitation

Sanitation

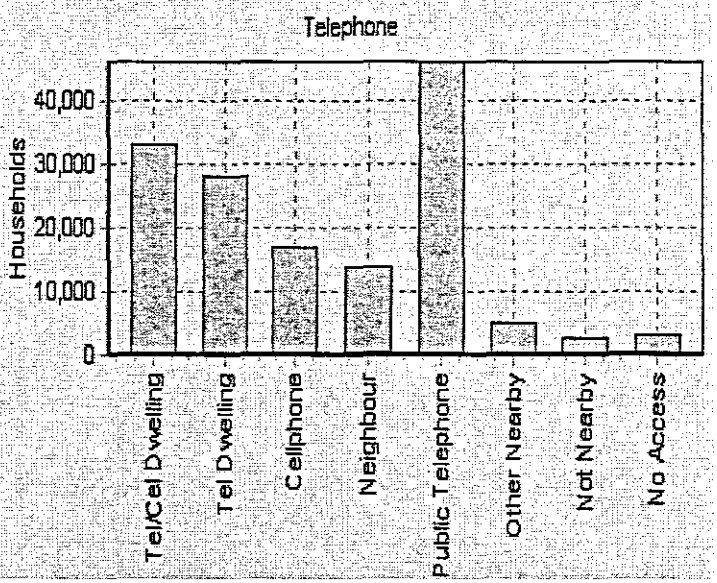
Households	2001	1996
Flush Toilet	113531	107755
Flush septic tank	14870	-
Chemical toilet	485	-
VIP	2494	-
Pit latrine	2670	11693
Bucket latrine	2347	3192
None	12723	8141



Telephone

Telephone

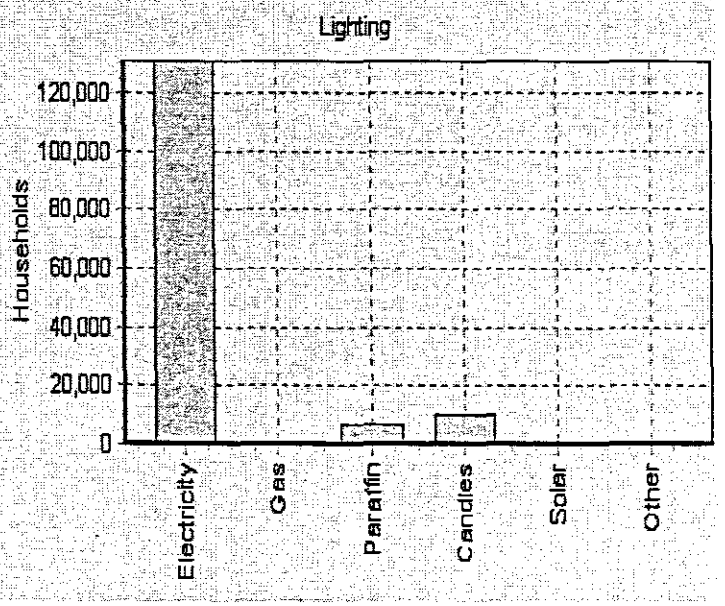
Households	2001	1996
Telephone and Cellphone in Dwelling	33156	-
Telephone only in Dwelling	28157	56838
Cellphone	17058	-
Neighbour	13854	15657
Public Telephone	46018	32699
Other - Nearby	5075	14330
Other - Not Nearby	2759	2893
No Access	3038	7936



Source of Energy for Lighting

Source of Energy for Lighting

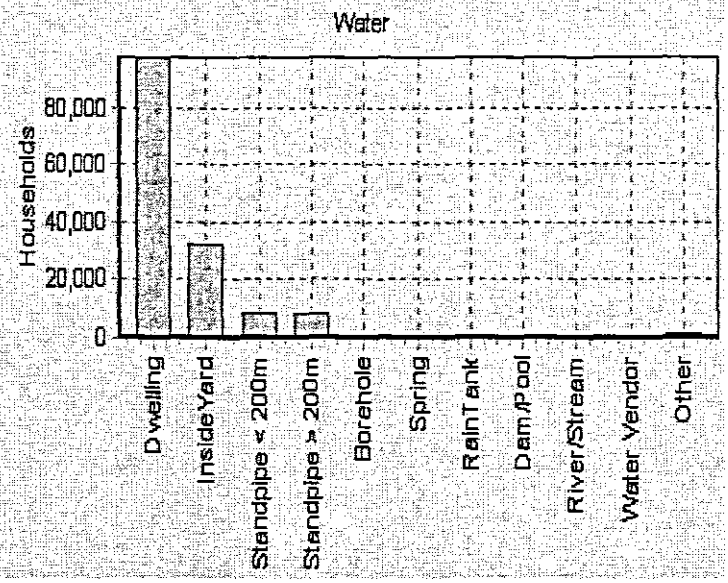
Households	2001	1996
Electricity	131201	111356
Gas	275	279
Paraffin	7154	6453
Candles	10165	12460
Solar	136	-
Other	190	3



Water

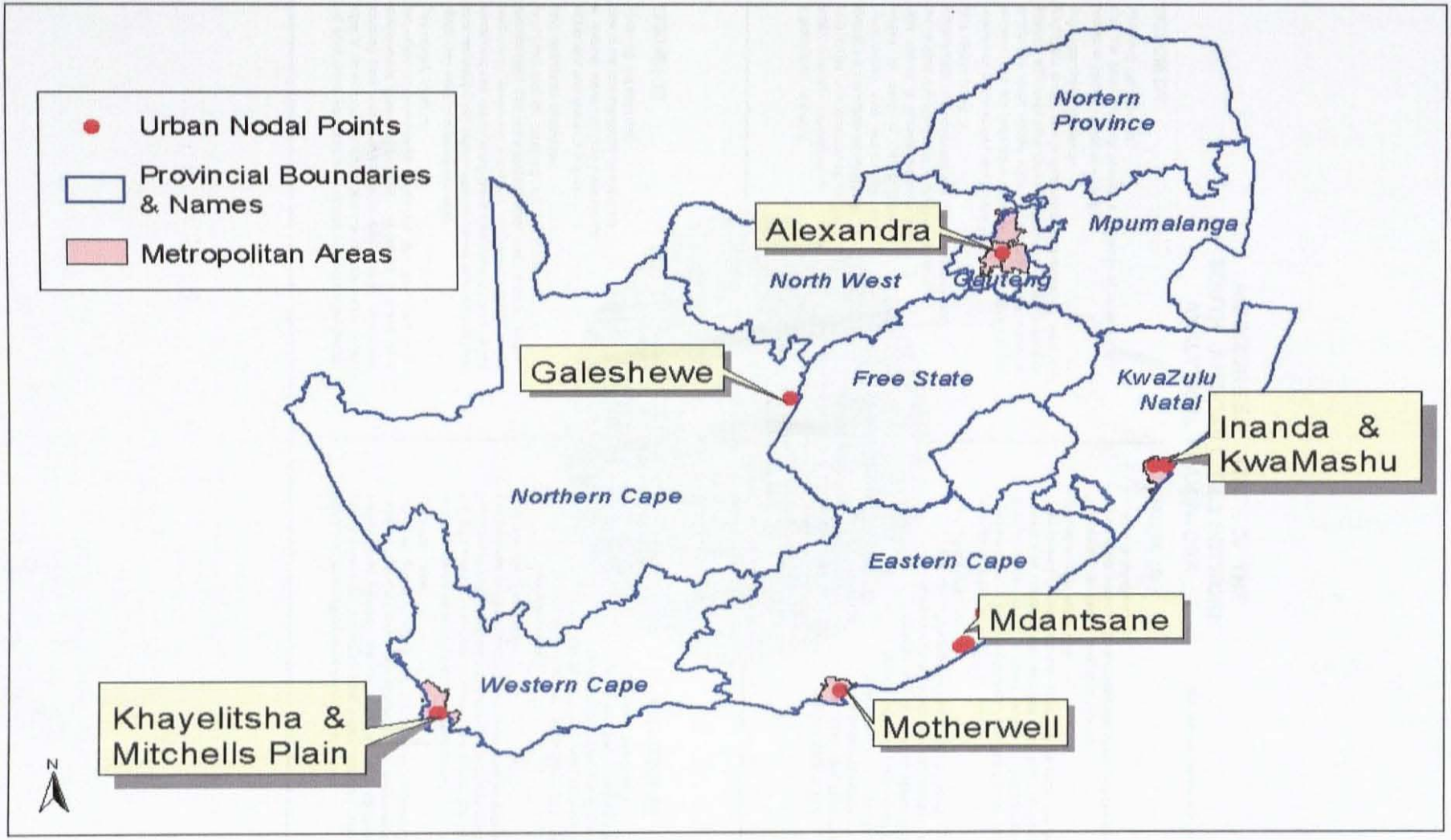
Water

Households	2001	1996
Dwelling	97431	93822
InsideYard	31924	23281
Community Stand	8332	8845
Community stand over 200m	8457	-
Borehole	282	1656
Spring	85	1657
RainTank	117	425
Dam/Pool/Stagnant Water	414	-
River/Stream	372	-
Water Vendor	190	-
Other	1513	1078



(2001 Census)

ANNEXURE 5.1: PRESIDENTIAL URBAN NODAL POINTS



(Molapo, 2004: 4)

ANNEXURE 5.2: STATE OF THE SOUTH AFRICAN CITIES NETWORK ANALYTICAL FRAMEWORK

(Goiz, Allan and Harrison, 2004: 9)

PRODUCTIVE CITY

Planning perspective:
Can the local economy provide a majority of residents with means to earn a reasonable living?

Post-apartheid challenge:
Negligible public and private sector investment in bases for industry efficiency other than cheap surplus labour. Hence an artificially small middle class and therefore weak domestic demand; and the productive capacity of large section of the population under-valued and un-harnessed.

This report looks at:
Employment and remuneration trends and especially the relative attractiveness of cities in terms of their ability to provide residents with a means to earn a living; factors illustrating and explaining the strength of the urban economy; and how cities are responding to urban economy weaknesses in a globalising economy.

INCLUSIVE CITY

Planning perspective:
Do residents have the opportunities and capacities to share equitably in the social benefits of city life.

Post-apartheid challenge:
Core feature of South African cities is inequality. Large numbers of residents marginalised into under-serviced ghettos on the edges of cities, where geographically, materially and psychologically distanced from the opportunities and advantages of city life.

This report looks at:
Progress in providing residents with access to key infrastructure based service; divides in wealth, ability to build assets and secure against risk; spatial exclusion; human development and quality of life. Also what cities are doing to address this.

URBAN POPULATION

Planning perspective:
Urban population size, shape and well-being over the long-term, given the commitment that residents ultimately have to making their lives in the city.

Post-apartheid challenge:
On one hand, distortions in where people lived across SA and therefore pent-up demand for urban lives denied by apartheid. On the other, a highly mobile floating population, with entrenched patterns of rural to urban and return temporary migration.

This report looks at:
Complex city growth trends. Dynamics of migration, disease and household formation driving these.

SUSTAINABLE CITY

Planning perspective:
How is the city impacting on the store of natural resources that sustains the settlement and makes it livable?

Post-apartheid challenge:
Apartheid spatial planning left SA cities with built environments that were dysfunctional and, in turn, resource inefficient. Reversing apartheid has unfortunately meant reinforcing and exacerbating these inefficiencies, as more and more residents claim highly resource-intensive livelihoods from which they were previously excluded.

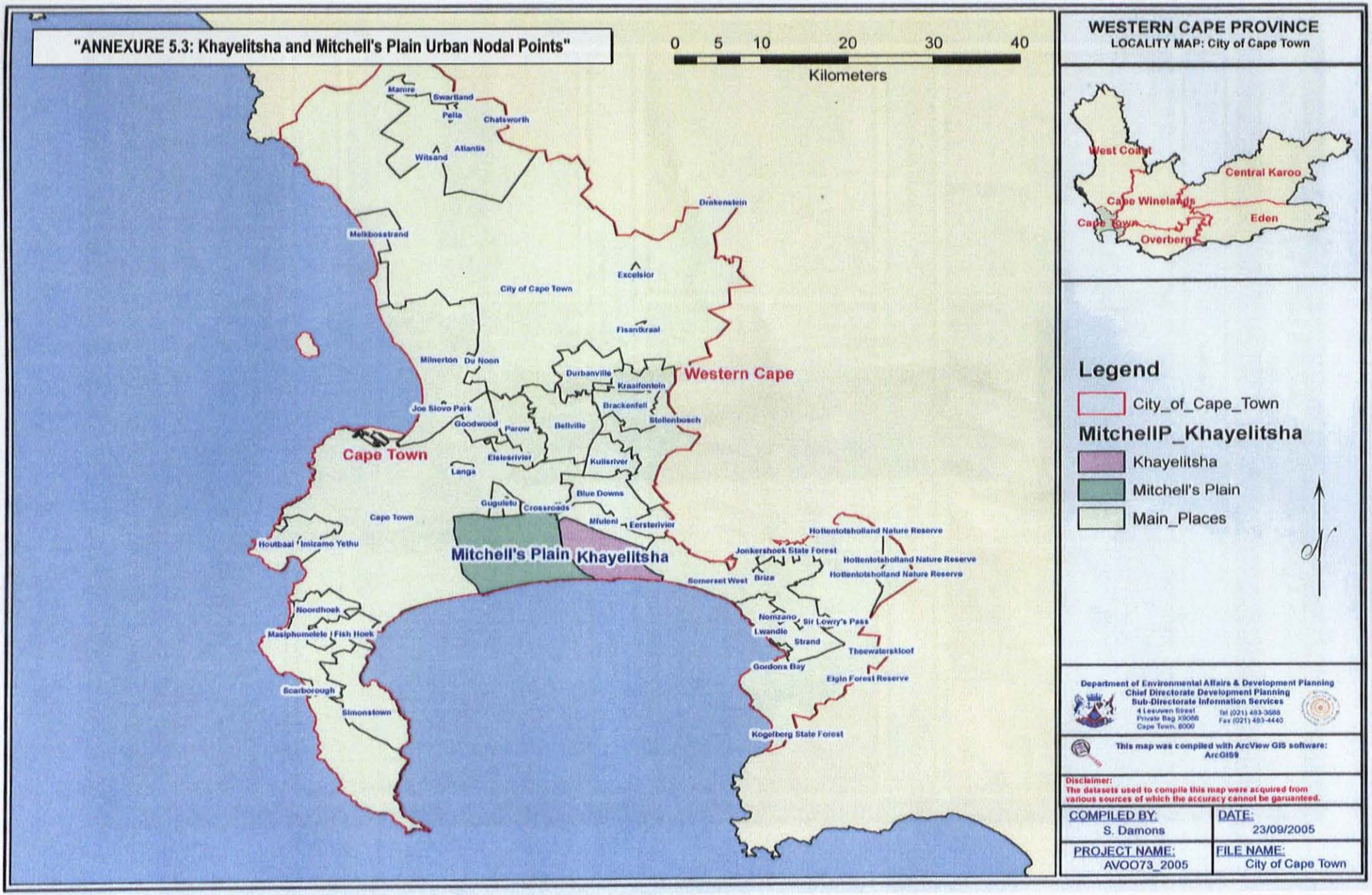
This report looks at:
The urban-environmental challenge that apartheid built-environment planning created; the trends in urban form resulting from post-apartheid settlement policies; measurable impacts on natural resources and the consequences thereof; and what cities are doing to construct sustainability agendas.

WELL-GOVERNED CITY

Planning perspective:
Is the political & institutional context stable, open and dynamic enough to give a sense of security that varied interests can be accommodated?

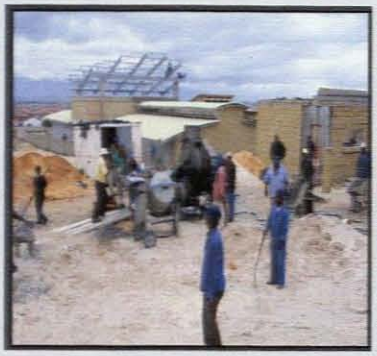
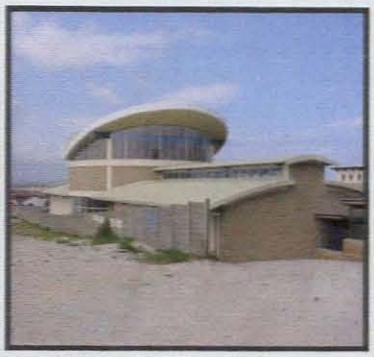
Post-apartheid challenge:
Bad relations between communities and municipalities, poor public participation, discord between and with communities, and high levels of crime and violence. Also financially and administratively weak institutions of government.

The report looks at:
How well South African cities are governed, including: evidence of social discord and disintegration; institutional stability and efficacy, ability to govern in a complex intergovernmental context without a clear national urban policy and well aligned development incentives.


"ANNEXURE 5.3: Khayelitsha and Mitchell's Plain Urban Nodal Points"
0 5 10 20 30 40
Kilometers
Mamre
Swartland
Pella
Chatsworth
Witsand
Atlantis
Drakenstein
Melkbosstrand
Excelsior
City of Cape Town
Fisantkraal
Milnerton
Du Noon
Durbanville
Western Cape
Kraaifontein
Brackenfell
Joe Slovo Park
Goodwood
Parow
Bellville
Stellenbosch
Cape Town
Elsiesrivier
Kuilsriver
Langa
Blue Downs
Gugulethu
Crossroads
Mfuleni
Eersterivier
Cape Town
Hottentotsholland Nature Reserve
Houtbaai
Imizamo Yethu
Mitchell's Plain
Khayelitsha
Jonkershoek State Forest
Hottentotsholland Nature Reserve
Somerset West
Briza
Hottentotsholland Nature Reserve
Noordhoek
Nomzano
Sir Lowry's Pass
Masiphumelele
Fish Hoek
Lwandle
Strand
Theewaterskloof
Gordons Bay
Scarborough
Elgin Forest Reserve
Simonstown
Kogelberg State Forest
WESTERN CAPE PROVINCE
LOCALITY MAP: City of Cape Town
West Coast
Central Karoo
Cape Winelands
Eden
Cape Town
Overberg
Legend
City_of_Cape_Town
MitchellP_Khayelitsha
Khayelitsha
Mitchell's Plain
Main_Places
N
Department of Environmental Affairs & Development Planning
Chief Directorate Development Planning
Sub-Directorate Information Services
4 Leeuwen Street
Private Bag X9086
Cape Town, 8000
Tel (021) 483-3688
Fax (021) 483-4440
This map was compiled with ArcView GIS software: ArcGIS9
Disclaimer:
The datasets used to compile this map were acquired from various sources of which the accuracy cannot be garuanteed.
COMPILED BY:
S. Damons
DATE:
23/09/2005
PROJECT NAME:
AVOO73_2005
FILE NAME:
City of Cape Town

ANNEXURE 5.4: URBAN RENEWAL PROGRAMME (URP): KHAYELITSHA
PHOTO GALLERY

Lookout Hill Tourism Facility

Peace Garden

CBD Magistrates Court

CBD: Offices of the Department of Social Services and Poverty Alleviation

Cricket Oval

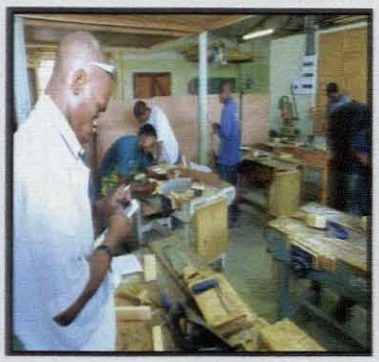
Khavelitsha: Environment

ANNEXURE 5.4: URBAN RENEWAL PROGRAMME (URP): KHAYELITSHA
PHOTO GALLERY

Nonqubela

Job creation project at Khayelitsha Training Centre

Job creation project at Khayelitsha Training Centre



Site C Sports Ground

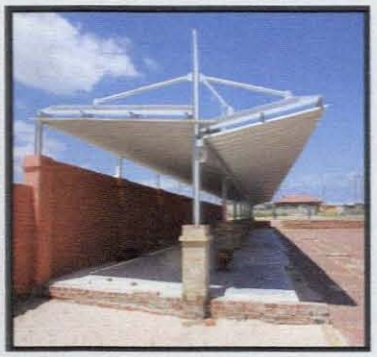
CBD Swimming Pool

Khayelitsha: Environment

ANNEXURE 5.4: URBAN RENEWAL PROGRAMME (URP): KHAYELITSHA
PHOTO GALLERY

Vuyani Market Stalls

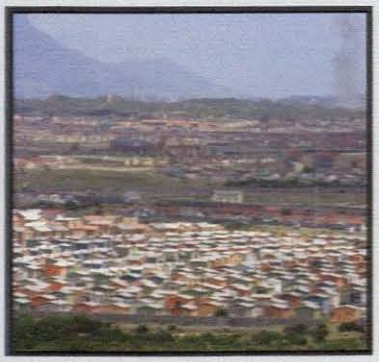
Kuyasa Market Stalls



Kuyasa Phase II Housing Development

Macassar Node Development

Khayelitsha



Khayelitsha Training Centre

Khavelitsha: Environment

ANNEXURE 5.5: URBAN RENEWAL PROGRAMME (URP): MITCHELL'S PLAIN
PHOTO GALLERY

Portlands Transport Interchange

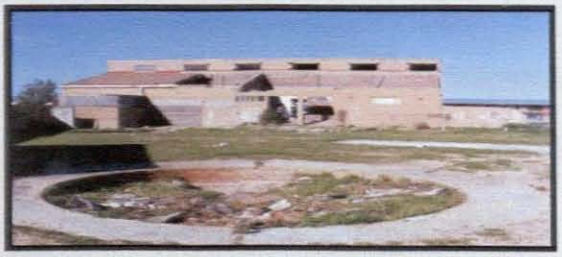
Lentegeur Minor Hall

Colorado Multi-Purpose Centre

Westgate Housing Project

CBD Promenade Retail Centre

Mitchell's Plain: Environment



ANNEXURE 5.5: URBAN RENEWAL PROGRAMME (URP): MITCHELL'S PLAIN
PHOTO GALLERY

Swartklip Regional Sports Facility

Lentegeur Station Upgrade

Montrose Park: Farm Recreational Centre

Mitchell's Plain Beautification Project

Bush Clearing: Wolfgat Nature Reserve

Transport Study

Mitchell's Plain: Environment

ANNEXURE 5.5: URBAN RENEWAL PROGRAMME (URP): MITCHELL'S PLAIN
PHOTO GALLERY

Second URP Political Champion's meeting: Site visit, 18 March 2003

URP launch or celebration, 1 November 2003

URP launch or celebration, 1 November 2003

Mitchell's Plain: Environment

ANNEXURE 5.6: PROGRESS MADE WITH THE IMPLEMENTATION OF ANCHOR, QUICK WIN AND PROJECT CONSOLIDATE PROJECTS IN KHAYELITSHA AND MITCHELL'S PLAIN

ANCHOR PROJECTS: KHAYELITSHA

PROJECT	DESCRIPTION	OBJECTIVES
Khayelitsha rail extension *(R161.0 million)*	Extension of rail line to include two more stations with transport interchanges, four road-over-rail bridges, and four pedestrian bridges.	To improve access to affordable public transport for the poorest of the poor, while allowing opportunities to access jobs in the city and surrounding areas.
Khayelitsha CBD *(R380.0 million)*	Transport inter-change Public space Sport facilities Multi-purpose centre Business planning Wall of remembrance Retail centre Municipal offices Service station Housing Magistrate courts	To leverage private investments, generate job opportunities and re-investment of disposable income of the Khayelitsha community. Create a catalyst for more private sector developments. To create job opportunities for local communities during and after construction phase of the CBD, and to provide a local empowerment strategy and skills and opportunity audit.
HIV / Aids and other related problems *(R79.64 million)*	Upgrade of Matthew Goniwe Clinic, Kuyasa Clinic and Youth Facility, site C HIV / Aids awareness / education, counselling and testing Treatment of infections and ARVs at the TB / HIV / Aids Centre - site B Nutrition support and income generation of activities for HIV / Aids mothers and families as well as TB sufferers Rape survivor centre - site B	To prevent the further spread of HIV / Aids and to deal with the current high level of HIV infections and related illnesses such as TB as well as the underlying causes of the pandemic such as poverty and malnutrition. To eradicate and prevent opportunistic illnesses such as HIV / Aids.

ANNEXURE 5.6: PROGRESS MADE WITH THE IMPLEMENTATION OF ANCHOR, QUICK WIN AND PROJECT CONSOLIDATE PROJECTS IN KHAYELITSHA AND MITCHELL'S PLAIN

ANCHOR PROJECTS: KHAYELITSHA

PROJECT	DESCRIPTION	OBJECTIVES
Housing / Land *(R167.71 million)*	Site C consolidation and tenure Greenpoint phase II services and houses Kuyasa phase II houses Silvertown upgrade Informal settlement upgrading	To provide housing opportunities, services and secure tenure for those in need while at the same time creating jobs in construction.
Total: R788.65 million		

QUICK-WIN PROJECTS: KHAYELITSHA - 15

PROJECT CONSOLIDATE PROJECTS: KHAYELITSHA

PROJECT	STATUS	TARGET COMPLETION DATE
Kuyasa Low Income Housing Energy Project	Project manager secured. Tender documents prepared.	June 2006
Remembrance Square	Planning & designs completed. Tender documents prepared.	June 2006
Enkanini Relocation Project	Contractor appointed & on site. Households earmarked for relocation & informed.	June 2006
Ntlazane & Spine Roads Traffic Calming Project	Planning & designs completed.	June 2006

ANNEXURE 5.6: PROGRESS MADE WITH THE IMPLEMENTATION OF ANCHOR, QUICK WIN AND PROJECT CONSOLIDATE PROJECTS IN KHAYELITSHA AND MITCHELL'S PLAIN

ANCHOR PROJECTS: MITCHELL'S PLAIN

PROJECT	DESCRIPTION	OBJECTIVES
Mitchell's Plain CBD *(R265.729 million)*	Improvement of the CBD through: - Development of retail centre - Construction of Home Affairs office - Multi-purpose centre - Improved public transport facilities - Landscaping of public spaces	Further development and regeneration of the Mitchell's Plain CBD through public investment from all three spheres of government and the creation of an enabling environment for private sector development. Strategic public investment will unlock further private sector development and investment improve safety of spaces opportunities which can result in significant employment creation opportunities for the community.
Lentegeur and Mandalay public transport upgrade *(R35.0 million)*	Improved public transport facilities within an area where the majority of economically active people rely on public transport (currently 17 515 are using Lentegeur and 12 449 are using the Mandalay public transport interchanges morning and evening). Remodelling of the two stations Public bus routes between the town centre, the stations and the hospital Access road connecting Mandalay station to the hospital Upgrade of footways	To provide dignified and safe metropolitan public transport access to the Lentegeur Hospital complex for patients, staff and visitors. The additional public transport users will stimulate the potential for economic activity at the stations which in turn has a direct spin-off for employment creation. These additional people seeking the services offered at the new health facilities will have special requirements with respect to public transport facilities, which will be catered for in the project.

ANNEXURE 5.6: PROGRESS MADE WITH THE IMPLEMENTATION OF ANCHOR, QUICK WIN AND PROJECT CONSOLIDATE PROJECTS IN KHAYELITSHA AND MITCHELL'S PLAIN

ANCHOR PROJECTS: MITCHELL'S PLAIN

PROJECT	DESCRIPTION	OBJECTIVES
Mitchell's Plain housing *(R239.0 million)*	To provide housing within Tafelsig on the following sites: - Corner Kilimanjaro and AZ Berman (204 units) - Corner Spine and Swartklip (518 units) - Freedom Park in-site upgrade (350 families) - Swartklip Road and Silver City (Phase 1: 252 units, Phase 2: 377 units), Total: 1 701 units To provide housing in Westridge via the Cape Town Community Housing Company. Westgate Mall Housing Site (2 500 units).	Facilitate development of housing to alleviate shortages of formal shelter.
Tafelsig public space upgrade *(R3.5 million & US dollar 1 million -BP)*	Public space upgrade associated with the housing projects identified. Youth and family development centre.	The provision of accessible, safe community facilities within an area of need (between 10 000 and 12 000 households in the areas of Eastridge, Tafelsig and Beacon Valley). The provision of facilities for the youth within a gang infested area as a part of the broader social crime prevention initiative. There are two secondary and nine primary schools in the area, the pupils of which will have access to this facility, sports clubs, religious and community groups and youth who are currently ar risk. The restructuring of redundant and unsafe open space to become safe and dignified community spaces which the community can control.

ANNEXURE 5.6: PROGRESS MADE WITH THE IMPLEMENTATION OF ANCHOR, QUICK WIN AND PROJECT CONSOLIDATE PROJECTS IN KHAYELITSHA AND MITCHELL'S PLAIN

ANCHOR PROJECTS: MITCHELL'S PLAIN

PROJECT	DESCRIPTION	OBJECTIVES
Swartklip regional sports facility *(R14.5 million)*	- Replacement of fencing of the Swartklip Sports Complex - Upgrading of irrigation systems - Tree-planting - Re-alignment of fields and sporting codes - Multi-purpose hard surfaced courts Indoor sports complex including council meeting rooms.	Providing accessible community facilities to communities in need. To develop a facility with a view to hosting the 2005 SA Games. Promoting sport within the URP as one of the measures to uplift communities, especially vulnerable groups such as the youth. Providing a safe and secure regional sports complex to serve the communities of Mitchell's Plain and Khayelitsha.
Colorado Multi-Purpose Centre *(R8.1 million)*	- Community hall, ablutions, parking, basketball court - Minor hall, landscaped public square, space for informal trade	Providing accessible community facilities to communities in need - To ensure the best possible location within communities to ensure accessibility - To ensure efficiency with respect to operating budgets - To provide necessary community facilities within an area of need
Total: R572.429 million		

QUICK-WIN PROJECTS: MITCHELL'S PLAIN - 22

ANNEXURE 5.6: PROGRESS MADE WITH THE IMPLEMENTATION OF ANCHOR, QUICK WIN AND PROJECT CONSOLIDATE PROJECTS IN KHAYELITSHA AND MITCHELL'S PLAIN

PROJECT CONSOLIDATE PROJECTS: MITCHELL'S PLAIN

PROJECT	STATUS	TARGET COMPLETION DATE
Swartklip Sport Complex	Planning and designs are completed Contractor on site Gym and Ablution facility for public	June 2006
Youth & Family Development Centre	Planning and designs completed Tender document finalised	June 2006
Eastridge and Tafelsig Housing Programme	Planning and design completed Tender advertised for construction of top structure	June 2006
Lentegeur Public Interchange and Station Forecourt Upgrade	Planning and designs completed Tender documentation being drafted	June 2006

(City of Cape Town, 2005: 14 - 28; Penxa, 2004: 11, 14, 17, 19, 22, 24 - 25, 27 - 28; City of Cape Town, 2005: Annexure A; Penxa, 2005: 4, 7, 10 - 11, 13 - 14, 19, 21, 27, 32 - 34, 36 - 39, 43, 50 - 54)

ANNEXURE 5.7: WESTERN CAPE PROVINCIAL CONTRIBUTIONS TO URP IN KHAYELITSHA AND MITCHELL'S PLAIN

(Revised schedules as at 22 July 2004)

Khayelitsha

URP OUTCOMES	PROJECTS [PROGRAMMES]	Comments	AMOUNT BUDGETED								Funding source (name of fund)	RESPONSIBILITY (DEPARTMENT)
			MEDIUM TERM (Year 1 – 2003/4)		MEDIUM TERM (Year 1 – 2004/5)		MEDIUM TERM (Year 1 – 2005/6)		LONGER TERM (Year 4-7 – 2006/7-9/0)			
			Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational		
1. Reducing levels of unemployment through economic development and job creation *Initiatives to support:* -Promoting entrepreneurship -Supporting and developing SMME's -Ensuring a clean, attractive and safe environment -Providing incentives for investment -Creating investor friendly environment (safe,well-managed,conducive to public private partnership) -Assisting entrepreneurs and investors hands-on to cut through bureaucracy and red tape -Use local skills in contracting services for URP -Municipal public works programmes that creates jobs through labour intensive projects												
	1.1 Food Security Project (farmer settlement) (*see also Mitchell's Plain)					150,000		150,000		150,000	Food Security	Agriculture
	1.2 Food Security Advisory Service	Linked to food security project				50,000		50,000		50,000	Food Security	Agriculture
	1.3 Curricula expansion: Skills and practical subjects (Hospitality and Tourism)* (check detailed budgeting)											Education
	1.4 Ikhwelo Project - SMME Applied Agriculture Education programme			399,000								Education
	1.5 Skills Training and Resource Centre * (next financial years) upholstery; electronics; DIY (handyman) course; computer literacy; driving school; motor mechanics and truck repairs; catering; furniture production; welding and sewing (* see Mitchell's Plain)											Education
	1.6 Kuyasa Market Stalls Development	Completed	800,000								Human Settlement Redevelopment Programme	Housing
	1.7 Abalimi Bezekhaya: Vegetable Production (26 unemployed targeted)	Being implemented		602,378								Social Services&PA
	1.8 Developing the Khayelitsha Sewing Group into a fully fledged manufacturing capacity resource unit (SMME)	Funds have been allocated. The appointed project managers are due for first report back regarding final implementation plans		250,000								Prov** Econ Dev & Tourism (Prov: ED&T)
** Estimate (2004-5)	1.9 SMME: Access to finance	An Entrepreneurial Fund has been established to assist businesses to access finance. To date R100, 000,00 has been accessed by an entrepeneur in this area. Through other SMME development programmes (e.g. Procurement workshops) are encouraged to access support from this programme.		120,000		100,000		100,000		100,000		Prov** Econ Dev & Tourism (Prov: ED&T)
** Estimate (2004-5)	1.10 Business Training to emerging contractors/ businesses (SMME)	Training for these businesses are provided through structured workshops to 25 emerging contractors. Training to take place on the 9 August 2004.		28,000		6,000		25,000		25,000		Prov** Econ Dev & Tourism (Prov: ED&T)
** Estimate (2004-5)	1.11 Cultural and Heritage sites: Feasibility Study (Cape Flats - include Khayelitsha and Mitchell's Plain) - e.g. entrepreneurship opportunities (Tourism)	Dependant on outcomes of study - R400 000,00 allocated for feasibility study. Discussions are underway as to considerations in the feasibility criteria		150,000								Prov** Econ Dev & Tourism (Prov: ED&T)

** Estimate (2004-5)	1.12 SMME: Tender Advice and Support (Khayl	Tender Advice and Support workshops and programmes funded and implemented (SMME). 240 people have been assisted since April 2004		60,000		20,000		50,000		60,000			Prov** Econ Dev & Tourism (Prov: ED&T)
	1.13 ZENZELE Road Maintenance Programme.			312,000		312,000		312,000		1,248,000			Transport & Public Works
	1.14 SAAMSTAAN Project: Luhluza Secondary School	Completed		800,000									Transport & Public Works
*	1.15 Establishment if a RED door	The department intends to establish a network of welcoming, supportive and easy-to-access one-stop-shop information, advice and service hubs for enterprises and potential enterprises across the province.The RED Door will be the dispenser of basic advice, and advisers will refer clients to a wide range of specialist service providers (public sector, private sector and NGOs) for specialized advice, information and services				to be finalised							Prov** Econ Dev & Tourism (Prov: ED&T)
2. Reducing crime levels and gangsterism *Initiatives to support* -Zero tolerance approach - Increase police and emergency service's human resource capacity - Ensure sufficient viable policing - Top class and user friendly police service -Improve the efficiency and effectiveness of the criminal justice system -Effective crime prevention strategy through gang intervention initiatives, addressing crime at source and ensuring involving of all roleplayers within the crime prevention strategy -Provide sensitive and sufficient victim support (*) Turning the tide of the criminal economy through a focus on youth programmes Initiatives to support: -Investing in and promoting role models -Using sport as a tool -Focus on education and skills development													
	2.1 Close Circuit TV: Social Crime Prevention (Khayl	**Project completed in 2004**	5,732,500								Social Crime Prevention	Community Safety	
	2.2 Cape Renewal Strategy: Social Crime Prevention: gangster/crime (Khayl	2003-2004 expenditure completed		100,000		50,000		50,000			Social Crime Prevention	Community Safety	
	2.3 Bicycle Project: Social crime prevention (Khayl	Expenditure completed - increased		60,000							Social Crime Prevention	Community Safety	
*	**2.4 Women, Children & Youth: Social Crime Prevention**	**New Project on list - Expenditure completed**		47,377							Social Crime Prevention	Community Safety	
	2.5 Community Police Forum Admin/Development	2003-2004 expenditure completed		36,000		36,000		36,000			Civilian Oversight	Community Safety	
	2.6 CPF Conflict Management (Khayl	2003-2004 expenditure completed		24,000		24,000		24,000			Civilian Oversight	Community Safety	
*	2.7 Committees of People's Peace and Safety (COPPS)*	2003-2004 expenditure completed		167,000		183,700		202,070			Safety Training & Development	Community Safety	
	2.8 Bambanani Unite Against Crime			100,000							Civilian Oversight	Community Safety	
*	2.9 Peace Development Programme	2003-2004 expenditure completed - increased		230,700		165,000		181,500			Safety Training & Development	Community Safety	
	2.10 Neighbourhood Watch Training	2003-2004 expenditure completed		75,000		82,500		90,750			Safety Training & Development	Community Safety	

	2.11 Chrysalis Training Academy (Khay)	2003-2004 expenditure completed		560,000		616,000		677,600			Safety Training & Development	Community Safety
	2.12 Safe Schools Project: (a) Drug awareness programmes (b) Sports Against Crime (c) Safety Week in line with Heritage Week (d) Anti-truancy Project (e) Major infrastructure support (school alarms)			1,674,000							Safe Schools	Education
	2.13 Alternative Discipline Programme to Youth (viz-a-viz corporal punishment) - impacts on youth discipline			150,000								Education
	2.14 CCTV at 5 Train Stations in Khayelitsha		5,270,000									Transport & Public Works
	2.15 Sport: Community Games: Khayelitsha			6,000		18,000		18,000				Cultural Aff.&Sport
	2.16 Sport: Summer Games Project: Khayelitsha			2,500		5,000		5,000				Cultural Aff.&Sport
	2.17 Sport: Winter Games Project: Khayelitsha			2,500		5,000		5,000				Cultural Aff.&Sport
	2.18 Sport: Education and Training (Khay)			18,000		18,000		18,000				Cultural Aff.&Sport
	2.19 Sport: Indigenous Games Project			20,000		20,000		20,000				Cultural Aff.&Sport
	2.20 Sport: Coaching Clinics: Khayelitsha			15,000		15,000		15,000				Cultural Aff.&Sport
	2.21 Sport: Young Champions : Khayelitsha			135,000		20,000		20,000				Cultural Aff.&Sport
	2.22 Sport: Inter-Schools Activities (Khayelitsha)			10,000		20,000		20,000				Cultural Aff.&Sport
3. Creating and maintaining a healthy, clean environment *Initiatives to support:* -Improving the provision of engineering services to appropriate and sustainable standards (e.g. water and sanitation, stormwater, electricity, fire fighting, refuse and waste disposal, roads and associated street lighting and recreational facilities) -Focus on cleansing services and well-managed maintenance programmes -Visible and user friendly service delivery staff -Management programmes for graffiti -Greening programmes -*Rationalisation of open space (properly designed public open space, institutional structures to ensure maintenance of open spaces and the natural environment, improved surveillance, improved public market space and enforcement of municipal by-laws on dumping and invasion of vacant land)											
	3.1 Precinct Plans to improve planning and urban design in K/MP	Budget confirmed		100,000		100,000		100,000		100,000		EA&DP
	3.2 Improve planning and land use around station/transport areas	Budget confirmed		100,000		100,000		100,000		150,000		EA&DP
	3.3 Open space and recreational areas, planning & development	Budget confirmed		50,000		50,000						EA&DP
	3.4 Vacant land study in Khayelitsha (incl. economic use options)	Budget confirmed		50,000		50,000						EA&DP
	3.5 Clean-Up Operation - waste minimisation/recycling (Khay)	Budget confirmed				150,000						EA&DP
	3.6 Driftsands Initiation village: establishment and management	Budget confirmed		1,200,000		100,000		110,000				EA&DP
	3.7 4399.1 Khayelitsha CBD Urban Renewal: Roads	Completed	1,121,476								CMIP	Local Govt: C.de Witt
	3.8 4403.1 Khayelitsha CBD: Cricket Oval	Implementation	697,309		732,863						CMIP	Local Govt: C.de Witt
	3.9 4405.1 Khayelitsha (Central): Sanitation	Completed	1,667,198		32,802						CMIP	Local Govt: C.de Witt
	3.10 5137.1 Kuyasa Phase 2: Roads	Implementation	3,476,000								CMIP	Local Govt: C.de Witt
	3.11 5138.1 Kuyasa Phase 2: Sanitation	Implementation	172,900								CMIP	Local Govt: C.de Witt
	3.12 5139.1 Kuyasa Phase 2: Water	Implementation	693,600								CMIP	Local Govt: C.de Witt
	3.13 5161.1 Khayelitsha: High Mast Lighting	Implementation	1,023,798		1,054,202						CMIP	Local Govt: L Eksteen
	3.14 5203.1 KhayelitshaSite B: Water	Implementation	337,687		152,313						CMIP	Local Govt: C.de Witt
	3.15 5239.1 Bonga & Pama Drives:Streetlighting	Completed	498,182								CMIP	Local Govt: L Eksteen
	3.16 5263.1 Mitchells Plain Transport: Roads	Implementation	1,200,001		3,790,660						CMIP	Local Govt: J Wiese
	3.17 5296.1 Lentegeur/Mandalay: Roads	Implementation	461,707		535,794						CMIP	Local Govt: J Wiese
	3.18 5325.1 Khayelitsha Rail Ext: Roads	Pre-implementation	725,127		1,000,000		21,814,873				CMIP	Local Govt: C.de Witt
	3.19 5436.1 Khayelitsha CBD: Community Facility	Pre-implementation	314,587		2,869,019		6,071,394				CMIP	Local Govt: C.de Witt
	3.20 5441.1 Kuyasa Phase 1: Street Lighting	Implementation	141,743		1,398,257						CMIP	Local Govt: L Eksteen
	3.21 5440.1 Kuyasa Phase 2: Street Lighting	Pre-implementation			1,750,000						CMIP	Local Govt: L Eksteen
	3.22 Victoria Mxenge Suburb Improvement		1,906,000								Human Settlement Redevelopment Programme	Housing
	3.23 Macassar Square Development		1,000,000								Human Settlement Redevelopment Programme	Housing
	3.24 Dignified Places Project: Phase 1		5,000,000									Transport & Public Works

	2.25 Sport: BSRP - sports facilities for major events 3Khay)		1,500,000									Cultural Aff.&Sport
	3.26 Sport: Improvement of School Sport Facilities		100,000									Cultural Aff.&Sport
4. Raising levels of education, training and skills development in a safe environment and entrenching a culture of lifelong learning *Initiatives to support:* -Improved involvement and co-operation between education department, school governing bodies and community -Awareness programmes on the importance of education in the right subjects -Fostering job creation activities in school-based projects and multiskilling programmes in schools -Truancy campaigns -Raising quality of education -Addressing illiteracy -Adult Basic Education Training and career development -Skills development programmes -A culture of life-long learning -Improving safety at schools (e.g. community involvement, crime prevention at schools, safer schools project)											
	4.1 Additional * ABET courses (levels 1-4) / FET (Further Education and Training) and ECD (Early Childhood Development) Centres (@ R3.00 per child per day)			298,000		400,000		1,000,000		2,000,000		Education
K+MP	4.2 Job Placement Project (with Nat Dept of Labour) - training and placement of out of school youth *			149,000		200,000		500,000		1,000,000		Education
K+MP	4.3 Bursary Scheme to Potential Teachers: Matriculated Local Youth (15 bursaries @ R25 000.00 each) *			1,500,000		2,500,000		3,500,000		7,500,000		Education (SETA)
K+MP	4.4 School Governing Body Training / Workshops* (check budgeting) (both K/MP)			187,500		187,500		18,750		187,500		Education
	4.5 School Development Plans Assistance (SDPs) - to local schools			68,000								Education
	4.6 Anti-racism in Workshops (Khayelitsha) * (check budgeting)											Education
	4.7 Education Conference (Khayelitsha)			8,000								Education
	4.8 Khanya - IT in Schools Project (* check budgeting)											
	4.9 Computer Training: Social Services Regional Office (18 youths)			20,000		21,400		22,898				Social Services&PA
	4.10 Job seeker venue in Social Services District Office			20,000		21,400		22,898				Social Services&PA
	4.11 Youth Skills Development (250 individuals)* see MP			250,000		250,000						Social Services&PA
	4.12 School: New Secondary Masiphumele SS				835,000							Transport & P/Works
	4.13 School: New Primary (Khayelitsha) PS		1,300,000									Transport & P/Works
	4.14 School: KUYASA Primary School		3,500,000									Transport & P/Works
	4.15 School: Esangweni Secondary School		2,200,000									Transport & P/Works
	4.16 School: New School (Khayelitsha)		360,000									Transport & P/Works
	4.17 Sport Assistant Learnerships: Khayelitsha					210,000		210,000		210,000		Cultural Aff. & Sport
	4.18 Sport Stepping Stone Programme: Khayelitsha			259,200		285,120		313,632				Cultural Aff. & Sport
*	4.19 The Learning Cape Festival (LCF) is hosting the MegaEvent at the OR Tambo Sports Centre Mew Way Khayalitsha as a Learning Fair (2nd to 4th September 2004). This is targeting all types of learning practitioners - educators, skills development facilitators, shop stewards, ABET and ECD facilitators, and so on. Exhibitors are drawn from the learning constituencies - technical colleges, schooling, higher education, workplace learning and SETAs - as well as from the economic sector - trade unions, the Chamber, NGOs, SMMES, some of the industry initiatives.	The budget for this is about R890 000 but we are fund raising as it needs more like R1,5 million. The Khayalitsha Development Forum has been targeted to participate as well as NGOS working particularly in the area.									Econ Dev & Tourism
*	4.20 The RED Door: Outreach programme (SMME)	The RED Door will have an outreach programme that will foster job creation activities in school-based projects and multiskilling programmes in schools(SMME)										Econ Dev & Tourism

5. Restoring and maintaining the dignity of needy people through well-managed safety nets in ensuring better access to social services at affordable and sustainable level *Initiatives to support:* -Ensuring access to adequate health and welfare services for all -Improving the health status of the community through accessible, affordable, efficient and user friendly health services, including effective AIDS awareness, prevention and support programmes -Provision of adequate social/welfare facilities including créches -Well-managed social support grants -Supporting vulnerable groups -Putting in place an indigent policy -Improved communication between social workers and the community -Providing *free basic services* to the needy												
Note: Social Services - Breakdown of R8,78m (Compare with Mitchell's Plain breakdown)	5.1 Multi-Purpose Centre (MP)* - Shortfall in Capital [R2m in 2003-4; R2m in 2004-5; R2m in 2005-6]		500,000									Social Service&PA
	5.2 AIDS : Infected Educators Pilot Project (Khay)			120,000								Education
Check: 'Tembalabantwana' National List=R304000	5.3 AIDS : Community-base Care & Support (4Xorganisations)			300,000		280,000						Social Service&PA
	5.4 AIDS: Youth Empowerment			50,000		100,000						Social Service&PA
	5.5 AIDS: Grandmothers against poverty and AIDS - orphan caregivers			50,000		125,000		75,000				Social Service&PA
	5.6 Elderly Assisted Living Residential Care: Additional physical devices to assist in independent living			30,000		30,000		30,000				Social Service&PA
!	5.7 Child Support Grant (4288 children under 9 years in 2003-4; 8313 in 2004-5; 14 481 under 14 yrs in 2005-6)			4,100,000		1,496,340		2,896,200				Social Service&PA
	5.8 One Stop Social Service with SAPS & Home Affairs			30,000		32,100		34,347				Social Service&PA
	5.9 Parent Life Skills: Protection of vulnerable children			30,000		32,100		34,347				Social Service&PA
	5.10 Emergency Food Relief Programme			2,000,000		2,140,000		2,289,800				Social Service&PA
	5.11 Support of consumer advice offices. Walk-in centres where people can lodge consumer complaints and obtain consumer related information. Complaints are referred to the provincial office if local office is unable to satisfactorily handle a matter Provision of consumer protection service through support of consumer advice office (BR)	Ongoing		36,000		48,000		36,000				Econ Dev & Tourism
	5.12 Improved Sports Facilities: Khayelitsha				250,000		250,000					Cultural Affairs and Sport
*	5.13 Jukskei courts	New Project on list			25,000							Cultural Affairs and Sport
*	5.14 New outdoor sports complex	New on project list - which project is this ?			1,000,000							Cultural Affairs and Sport
6.Provision of affordable housing opportunities; upgrading of existing housing environment and edentification of appropriate land (C16)												
	6.1 Site C: Establishing Home Ownership		4,996,160		432,361		3,400,000		3,000,000		Human Settlement Redevelopment Programme	Housing
	6.2 DIY Home Insulation Project		370,000								Human Settlement Redevelopment Programme	Housing
	6.3 Housing : Greenlands		500,000						20,000,000		Housing Subsidy	Housing
	6.4 Housing : Greenpoint				8,000,000		10,000,000		40,000,000		Housing Subsidy	Housing
	6.5 Housing : Kuyasa		6,000,000		20,000,000		20,000,000		80,000,000		Housing Subsidy	Housing
	6.6 Housing : Mew Way						4,000,000		16,000,000		Housing Subsidy	Housing
	6.7 Housing : New Rest		6,000,000		5,000,000		10,000,000		40,000,000		Housing Subsidy	Housing
	6.8 Housing : Nonqubela				4,000,000		5,000,000		20,000,000		Housing Subsidy	Housing
	6.9 Housing : Silver Town		18,000,000		15,000,000		10,000,000		40,000,000		Housing Subsidy	Housing
	6.10 Housing : Site B Harare		20,000,000		10,000,000		10,000,000		40,000,000		Housing Subsidy	Housing
	6.11 Housing : Site C Pilot		2,500,000								Housing Subsidy	Housing
	6.12 Housing : Site C Survey & Subdivision		6,000,000		6,000,000		4,000,000		16,000,000		Housing Subsidy	Housing
	6.13 Housing : Site C Buffer Balance						10,000,000		40,000,000		Housing Subsidy	Housing
	6.14 Housing : Site C Consolidation		18,000,000		10,000,000		10,000,000		40,000,000		Housing Subsidy	Housing
	6.15 Housing : Solomon Mlilangu				4,000,000		2,000,000		8,000,000		Housing Subsidy	Housing
	6.16 Housing : Peoples Housing Project		70,000,000		70,000,000		50,000,000		200,000,000		Housing Subsidy	Housing
	6.17 Khayelitsha Welfare Office Extensions to District Office		700,000									Transport & PAWorks

7*. Increasing connectivity through improved transport systems *Initiatives to support:* -Improving safety and convenience -Increasing affordability -Improved public transport systems												
	7.1 Safer Trains Project* (Khay)	Expenditure completed - increased		1,459,687							Social Crime Prevention	Community Safety
	7.2 Traffic Safety Public Awareness Programme	**Project completed**		18,000							Police Advice	Community Safety
	7.3 Arrive Alive Traffic Safety Campaign	2003-2004 expenditure completed		100,000							Police advice	Community Safety
	7.4 Bicycle Pathway Project (Khayelitsha)		2,500,000									Transport & Public Works
	7.5 Klipfontein Road: Phase 1		4,000,000		10,000,000		3,000,000		50,000,000			Transport & Public Works
	7.6 Bicycle Path Network (Khayelitsha)				1,500,000		1,500,000					Transport & Public Works
	7.7 Rail Extension PTI's (Khayelitsha)		800,000		2,500,000							Transport & Public Works
	7.8 Khayelitsha Rail Extension Planning		400,000		100,000		200,000					Transport & Public Works
	7.9 Khayelitsha Rail Extension Pedestrian Bridges				2,600,000							Transport & Public Works
	7.10 Makazah Taxi Rank				500,000							Transport & Public Works
	7.11 Khayelitsha CBD Bus and Taxi Facilities		200,000		1,000,000							Transport & Public Works
	7.12 Vuyani Taxi Rank				500,000							Transport & Public Works
	7.13 Harare Taxi Rank				400,000							Transport & Public Works
8. Community participation and Promotion of civic pride *Initiatives to support:* -Effective community participation in URP initiatives - Reinforcing positive social networks -Community empowerment - Promoting arts, cultural and, recreational activities in support of civic pride												
9. Improving effective governance *Initiatives to support:* -Improving the management and institutional capacity of the spheres of government involved -Make effective and efficient governance a reality (create confidence for economic investment) -Inter-departmental co-operation within Cape Town structures and with other spheres of government -Partnerships between municipal governance structures and local community -Ensure effective participation in URP initiative or municipal strategy impacting on nodes												
	9.1 EIA rapid response to package of priority URP projects (Khay)	Budget confirmed		105,000								EA&DP
	9.2 Legalising liquor trade in the Western Cape.Decreasing the number of unlicensed outlets;and reducing the number of shebeens through a social dialogue programme and the responsible liquor consumption campaign (BR)	Ongoing										Econ Dev and Tourism
			202,465,975	18,830,842	186,858,361	10,795,160	181,236,267	13,363,792	653,000,000	12,770,500		

Key

	No information on this project received from responsible Department
*	New project and/or revised budgets
!	Non-development projects

(PGWC, 2004: Schedules)

ANNEXURE 5.7: WESTERN CAPE PROVINCIAL CONTRIBUTIONS TO URP IN KHAYELITSHA AND MITCHELL'S PLAIN

(Revised schedules as at 22 July 2004)

Mitchell's Plain

URP OUTCOMES	PROJECTS [PROGRAMMES]	Comments	AMOUNT BUDGETED								Funding source (name of fund)	RESPONSIBILITY (DEPARTMENT)
			MEDIUM TERM (Year 1 – 2003/4)		MEDIUM TERM (Year 1 – 2004/5)		MEDIUM TERM (Year 1 – 2005/6)		LONGER TERM (Year 4-7 – 2006/7-9/0)			
			Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational		
1. Reducing levels of unemployment through economic development and job creation *Initiatives to support:* -Promoting entrepreneurship - Supporting and developing SMME's -Ensuring a clean, attractive and safe environment -Providing incentives for investment -Creating investor friendly environment (safe,well-managed,conducive to public private partnership) -Assisting entrepreneurs and investors hands-on to cut through bureaucracy and red tape -Use local skills in contracting services for URP -Municipal public works programmes that creates jobs through labour intensive projects												
	1.1 Food Security Project (farmer settlement) (*see also Khayelitsha)			40,000		150,000		150,000		150,000	Food Security	Agriculture
	1.2 Cape Renewal Strategy: Social Crime Prevention	2003-2004 Expenditure completed		100,000		100,000		100,000			Social Crime Prevention	Community Safety
	1.3 Woman Training in Street Construction			60,000								Social Services&PA
*	1.4 SMME: Access to finance	An Entrepreneurial Fund has been established to assist businesses to access finance. To date R100, 000,00 has been accessed by an entrapeneur in this area. Through other SMME development programmes (e.g. Procurement workshops) are encouraged to access support from this programme.		120,000		120,000		100,000		100,000		Prov** Econ Dev & Tourism (Prov: ED&T)
*	1.5 Business Training to emerging contractors/ businesses (SMME)	Training for 25 emerging contractors are provided through structured workshops. Training to take place on the 13 July 2004		26,000		6,000		20,000		20,000		Prov** Econ Dev & Tourism (Prov: ED&T)
** Estimate (2004-5)	1.6 Cultural and Heritage sites: Feasibility Study (Cape Flats - include Khayelitsha and Mitchell's Plain) - e.g. entrepreneurship opportunities (Tourism)	Dependant on outcomes of study - R400 000,00 allocated for feasibility study. Disscussions are underway as to considerations in the feasibility criteria		150,000		400,000						Prov** Econ Dev & Tourism (Prov: ED&T)
*	1.7 Possible establishment of a RED door	Locations for the RED Door is in the process of being identified				to be finalised						Prov** Econ Dev & Tourism (Prov: ED&T)

*	1.8 CMT development programme: to assist in production, planning costing & business suppport through mentoring, workshops & seminars (ID)	One pilot has been completed and 2 more is in the process of being completed. Launch of the programme is in August 2004.				estimate 400000						
2. Reducing crime levels and gangsterism *Initiatives to support:* -Zero tolerance approach - Increase police and emergency service's human resource capacity - Ensure sufficient viable policing - Top class and user friendly police service -Improve the efficiency and effectiveness of the criminal justice system -Effective crime prevention strategythrough gang intervention initiatives, addressing crime at source and ensuring involving of all roleplayers within the crime prevention strategy -Provide sensitive and sufficient victim support (*) Turning the tide of the criminal economy through a focus on youth programmes Initiatives to support: -Investing in and promoting role models -Using sport as a tool -Focus on education and skills development												
	2..1 Close Circuit TV: Mitchells Plain	Changed to Transport: Public Works	5,732,500									Transport & Public Works
	2.2 CCTV Mitchell's Plain Station - Railway		1,000,000									Transport & Public Works
	2.3 People Oriented Problem-Solving Policing and Community Safety Strategy (POPSCSS)*	2003-2004 Expenditure completed		50,000		50,000		50,000			Social Crime Prevention	Community Safety
	2.4 Bicycle Project*	Expenditure completed		48,000							Social Crime Prevention	Community Safety
*	2.5 Women, Children & Youth: Social Crime Prevention	**New Project on list - Expenditure completed**		48,777							Social Crime Prevention	Community Safety
*	2.6 Provincial Anti-Gang Strategy*	Carried over to 2004-2005 budget		0		28,250					Social Crime Prevention	Community Safety
	2.7 Bambanani Unite Against Crime	Project continued for new financial year		400,000							Civilian Oversight	Community Safety
	2.8 Community Police Forum (2 CPFs) Development Programme	2003-2004 Expenditure completed		6,000		6,000		6,000			Civilian Oversight	Community Safety
	2.9 Relationship Building and Conflict Management (2 CPFs)	2003-2004 Expenditure completed		4,000		4,000		4,000			Civilian Oversight	Community Safety
	2.10 Neighbourhood Watch Training	2003-2004 Expenditure completed		75,000		82,500		90,750			Safety Training and Dev.	Community Safety
	2.11 Chrysalis Training Academy	2003-2004 Expenditure completed		256,000		281,600		309,760			Civilian Oversight	Community Safety
	2.12 Safe Schools Project: Drug Awareness, Sports Against Crime, Safety Week, Anti truancy, Infrastructure support (alarms)			1,500,000								Education
	2.13 Sport: Community Games: Mitchell's Plain*			6,000		18,000		18,000				Cultural Aff.&Sport
	2.14 Sport: Summer Games Project: Mitchell's Plain *			6,000		6,000		6,000				Cultural Aff.&Sport
	2.15 Sport: Winter Games Project: M/Plain			6,000		6,000		6,000				Cultural Aff.&Sport
	2.16 Sport: Education and Training (M/Plain)			18,000		18,000		18,000				Cultural Aff.&Sport
	2.17 Sport: Indigenous Games Project			20,000		20,000		20,000				Cultural Aff.&Sport
	2.18 Sport: Coaching Clinics: Mitchell's Plain *			15,000		15,000		15,000				Cultural Aff.&Sport

3. Creating and maintaining a healthy, clean environment *Initiatives to support:* -Improving the provision of engineering services to appropriate and sustainable standards (e.g. water and sanitation, stormwater, electricity, fire fighting, refuse and waste disposal, roads and associated street lighting and recreational facilities) Focus on cleansing services and well-managed maintenance programmes -Visible and user friendly service delivery staff -Management programmes for graffiti Greening programmes -*Rationalisation of open space (properly designed public open space, institutional structures to ensure maintenance of open spaces and the natural environment, improved surveillance, improved public market space and enforcement of municipal by laws on dumping and invasion of vacant land)												
	3.1 Clean-Up Operation - waste minimisation/recycling (MPlain)	Budget confirmed				150,000						EA&DP
	3.2 4135.1 Mitchells Plain CTCHC 3: Roads	Implementation	1,540,298		40,214						CMIP	Local Govt: J Wiese
	3.3 4136.1 Mitchells Plain CTCHC 3: Sanitation	Implementation	187,239								CMIP	Local Govt: J Wiese
	3.4 4143.1 Mitchells Plain CTCHC: Community Lighting	Implementation	95,589		1,314,411						CMIP	Local Govt: L Ekstein
	3.5 4392.1 Mitchells Plain (Colorado Park): Community Facility	Completed	811,572								CMIP	Local Govt: J Wiese
	3.6 4397.1 Lentegeur: Community Facility	Completed	114,262								CMIP	Local Govt: J Wiese
	3.7 5263.1 Mitchells Plain Transport: Roads	Implementation	6,800,000		4,284,246		17,196,104				CMIP	Local Govt: J Wiese
	3.8 6296.1 Lentegeur/Mandalay: Roads	Completed	2,616,336		3,036,164						CMIP	Local Govt: J Wiese
	3.9 5363.1 Taleisig: Community Facility ;Swartklip sports facility	Pre-implementation	317,505		4,035,109		2,647,386				CMIP	Local Govt: J Wiese
	3.10 Mitchells Plain : Town Centre Upgrade	Expenditure of HSRP funds completed	1,000,000								Human Settlement Redev. Prog	Housing
	3.11 Ruwenzori Node Upgrade		1,623,664								Human Settlement Redev. Prog	Housing
	3.12 Taleisig Environment upgrade		1,899,999								Human Settlement Redev. Prog	Housing
National List -confirm on Provincial List	3.13 Colorado Park: Hall, Public Square, library, sports facility, youth rooms	Daniel says that this project does not exist	2,803,363								Human Settlement Redev. Prog	Housing
National List -confirm on Provincial List	3.14 Kilimanjaro Square/Centre: Informal traders, events/play	Daniel says that this project does not exist	381,849								Human Settlement Redev. Prog	Housing
	3.15 Sport: BSRP - Sport facilities for major events		2,000,000									Cultural Aff.&Sport
*	**3.16 New Project on list - City Beautification project**	training completed, confirm project launch has taken place	300,000									Cultural Aff.&Sport
4. Raising levels of education, training and skills development in a safe environment andentrenching a culture of lifelong learning *Initiatives to support:* -Improved involvement and co-operation between education department, school governing bodies and community -Awareness programmes on the importance of education in the right subjects -Fostering job creation activities in school-based projects and multiskilling programmes in schools -Truancy campaigns -Raising quality of education -Addressing illiteracy -Adult Basic Education Trainingand career development -Skills development programmes -A culture of life-long learning -Improvingsafety at schools (e.g. community involvement, crime prevention at schools, safer schools project)												
	4.1 Safe Traffic Education Programme (STEP)	Awaiting report		156,000							Policy Advice	Community Safety
	4.2 Skills Training and Resource Centre * (next financial years) upholstery; electronics; DIY (handyman) course; computer literacy; driving school; motor mechanics and truck repairs; catering; furniture production; welding and sewing	Budget ?										Education
	4.3 FET Conditional Grant: Assessment moderation; Grade 12 intervention; Talent Search; NCS Transformation (MP)			68,518		75 856		82 858				Education
	4.4 GET Conditional Grant: Grade 9 Cluster moderation; Foundation Phase NCS Training; Intermediate Phase suppon; Grade 7 Assessment (MP)			78,400		86 240		94 864				Education
	4.5 Work Place Skills Plan: Teacher Training (MP)			190,860		209 946		230 941				Education

	4.6 WSP Projects : Additional SMT Training; Training of institution-based public servants; EMDC staff; EMDC Top management (MP)			135,660		149,226		164,149				Education
	4.7 IT-Project: support and development of 22 most needy schools (Mitchell's Plain target)			120,000		132,000		145,000				Education
K+MP	4.8 Job Placement Project (with Nat Dept of Labour) - training and placement of out of school youth *			149,000		200,000		500,000		1,000,000		Education
K+MP	4.9 Bursary Scheme to Potential Teachers: Matriculated Local Youth (15 bursaries @ R25 000.00 each) *			1,500,000		2,500,000		3,500,000		7,500,000		Education (SETA)
K+MP	4.10 School Governing Body Training / Workshops* (check budgeting) (both K/MP)			187,500		187,500		18,750		187,500		Education
	4.11 Computer Training: Social Services Regional Office (18			20,000		21,400		22,898				Social Services&PA
	4.12 Job seeker venue in Social Services District Office			20,000		21,400		22,898				Social Services&PA
	4.12 Youth Skills Development (250 individuals)* see Khayelitsha			250,000		250,000						Social Services&PA
!	4.13 CARADALE PS : Maintenance and Repairs to Buildings (MP)		1,026,000									Transport & Public Works
!	4.14 CARAVELLE PS: Maintenance and Repairs incl Electrical (MP)		62,025									Transport & Public Works
!	4.15 GLENDALE SS - Priority Repairs (MP)		197,880									Transport & Public Works
!	4.16 HIGHLANDS PS : Replace Water Tanks (MP)		100,000									Transport & Public Works
!	4.17 HYACINTH PS : Renovations (MP)		98,000									Transport & Public Works
!	4.18 IMBASA PS [OLD CROSS ROADS] Repairs & Electrical (MP)		47,879									Transport & Public Works
!	4.19 TAFELSIG SS : Building Maintenance (MP)		1,649,000									Transport & Public Works
!	4.20 WAVECREST PS : Building Maintenance (MP)		66,284									Transport & Public Works
!	4.21 WESTRIDGE SS : Plumbing, Sewerage, Windows (MP)		77,000									Transport & Public Works
!	4.22 YELLOWWOOD PS : Building Maintenance (MP)		10,158									Transport & Public Works
!	4.23 SIGCAWU PS : General Repairs (Old Crossroads) (MP)		261,000									Transport & Public Works
!	4.24 SOPHUMELELA SS : General Repairs (MP)		230,000									Transport & Public Works
!	4.25 MANDALAY PS : Building Roof Walls (MP)		180,000									Transport & Public Works
!	4.26 SPINE ROAD SS : Repairs and Paint (MP)		246,500									Transport & Public Works
!	4.27 HARVESTER PS : Repairs and Paint (MP)		225,000									Transport & Public Works
!	4.28 NALUXULO PS : Roof Repair (MP)		25,000									Transport & Public Works
!	4.29 PHAKAMA SS: Repairs and Paint (MP)		50,000									Transport & Public Works
!	4.30 CASCADE PS : Renovate incl Elec. (MP)		43,000									Transport & Public Works
!	4.31 EMDC: Metropole South (Ward 20) : Renovate (MP)		475,500									Transport & Public Works
!	4.32 Wellevreden Valley Core PS : General Repairs (MP)		217,500									Transport & Public Works
!	4.33 VUKANI PS : Upgrade Container Classroom (MP)		241,000									Transport & Public Works
!	4.34 Nomlinganiselo PS (New Crossroads, Philippi) Repairs (MP)		281,500									Transport & Public Works
!	4.35 ANDILE PS (New Crossroads, Philippi) Repairs (MP)		313,000									Transport & Public Works
!	4.36 BUCKINGHAM PS : Repairs (MP)		375,000									Transport & Public Works
!	4.37 WELTEVREDEN PS : Additional Classrooms (MP)		2,200,000									Transport & Public Works
!	4.38 PARKHURST PS : Fence (MP)		120,000									Transport & Public Works
	4.39 TAFELSIG PS New School (MP)		4,000,000		7,000,000				500,000			Transport & Public Works
!	4.40 NOLUNGILE PS: Ablusions (MP)		270,000									Transport & Public Works
!	4.41 Philippi Training Centre: Hostel Blocks Phase 2		2,466,000									Transport & Public Works
!	4.42 Philippi Training Centre: HT Equipment Service		15,000									Transport & Public Works

!	4.43 Philippi Training Centre: Remove Alien Vegetation		100,000									Transport & Public Works
!	4.44 Philippi Training Centre: Staff Houses repairs		150,000									Transport & Public Works
!	4.45 Philippi Training Centre: Brick Paving repairs		50,000									Transport & Public Works
!	4.46 Philippi Training Centre: Precast Walls repair		15,000									Transport & Public Works
!	4.47 Philippi Training Centre: Tarred areas repairs		20,000									Transport & Public Works
!	4.48 Purchase New PS Site (Alpine) for MP (Erf33762)		360,000									Transport & Public Works
* Possible repeat (see Alpine acquisition)	4.49 Proposed School Site acquisition		360,000									Transport & Public Works
	4.50 Purchase Sports Field for School (Erf21778)		360,000									Transport & Public Works
*	4.51 The learning Cape Festival will host the following event ... (ID)	They are planning a a week focusing on HIV/AIDS, a week promoting health in the schools, and a day on positive disciplining. The FET theme group also wants to host a discussion on the FET Certificate due to be introduced in 2006. The WCED is the primary funding partner.										Prov Econ Dev & Tourism
*	4.52 possible RED door outreacg programme	The RED Door will have an outreach programme that will foster job creation activities in school-based projects and multiskilling programmes in schools(SMME)										Prov Econ Dev & Tourism
5. Restoring and maintaining the dignity of needy people through well-managed safety nets in ensuring better access to social services at affordable and sustainable level *Initiatives to support:* -Ensuring access to adequate health and welfare services for all -Improving the health status of the community through accessible, affordable, efficient and user friendly health services, including effective AIDS awareness, prevention and support programmes -Provision of adequate social/welfare facilities including crèches -Well-managed social support grants -Supporting vulnerable groups -Putting in place an indigent policy -Improved communication between social workers and the community-Providing *free basic services* to the needy												
	5.1 Multi-Purpose Centre (MP)* - Shortfall in Capital (R3m in 2003-4; R2,9m in 2004-5; R3m in 2005-6)	ongoing	100,000									Social Service&PA
	5.2 AIDS : Community-base Care & Support (4Xorganisations)			250,000		250,000						Social Service&PA
	5.3 AIDS: Youth Empowerment			100,000		100,000						Social Service&PA
	5.4 Elderly Assisted Living Residential CareMontclair (50 persons) - to be financed from portion of available R780 000 in programme *											Social Service&PA
	5.5 Elderly Assisted Living Residential Care (50 additional persons - to be financed from portion of available R1,2m in programme *											Social Service&PA
	5.6 Elderly Assisted Living Residential Care: Additional physical devices to assist in independent living			30,000		30,000		30,000				Social Service&PA
!	5.7 Child Support Grant (3159 children under 9 years)			3,030,000		1,102,320		2,133,600				Social Service&PA
	5.8 One Stop Social Service with SAPS & Home Affairs	ongoing		30,000		32,100		34,347				Social Service&PA
	5.9 Parent Life Skills: Protection of vulnerable children	in progress		30,000		32,100		34,347				Social Service&PA

	5.10 Emergency Food Relief Programme	3 year programme		1,500,000		1,606,000		1,717,360				Social Service&PA
	5.11 Woman Home Training: Eastridge/Beacon Valley (20xwoman			239,656		92,502						Social Service&PA
	5.12 Woman & Children Life Skills Training			48,000		48,000		48,000				Social Service&PA
!	5.13 Lentegeur Hospital: Upgrading (PIG)		30,300,000									Health
!	5.14 Lentegeur Hospital: Ward Window Safeguards		30,000									Health
!	5.15 Lentegeur Hospital: Upgrade Wards Wall Panels		60,000									Health
!	5.16 Lentegeur Hospital: Ward Door Locks		80,000									Health
!	5.17 Lentegeur Hospital: Build Showers (replace bath)		10,000									Health
!	5.18 Lentegeur Hospital: CCTV in seclusion wards		2,000,000									Health
!	5.19 Lentegeur Hospital: Heaters in wards		100,000									Health
!	5.20 Lentegeur Hospital: General Repairs to Wards		1,000,000									Health
!	5.21 Lentegeur Hospital: Wards 18 & 19 upgrade		400,000									Health
!	5.22 Lentegeur Hospital: Boundary Wall Repair		500,000									Health
*	5.23 Jukskei courts	New Project on list			25,000							Cultural Affairs and Spor
*	6.1 Support of consumer advice offices. Walk-in centres where people can lodge consumer complaints and obtain consumer related information. Complaints are referred to the provincial office local office is unable to satisfactorily handle a matter. Provision of consumer protection service through support of consumer advice office (BR)	Ongoing										Prov Econ Dev & Tourism
6.Provision of affordable housing opportunities; upgrading of existing housing environment and densification of appropriate land (C16)												
	6.1 Housing: MP Infill Phase 1		13,000,000		18,000,000							Housing
	6.2 Housing: MP Infill Phase 2	Future Project			5,000,000		10,000,000		25,000,000			Housing
	6.3 Housing: MP Infill Phase 3	Future Project							30,000,000			Housing
7*. Increasing connectivity through improved transport systems *Initiatives to support:* -Improving safety and convenience -Increasing affordability -Improvedpublic transport systems												
	7.1 Arrive Alive Pedestrian Safety: Construction of Bridge Project	**Project completed**	535,000								Policy Advice	Community Safety
	7.2 Pedestrian Safety Programme: MP		2,500,000									Transport & Public Works
	7.3 Mandalay and Lentegeur Station: Upgrade		9,960,000									Transport & Public Works
	7.4 Mitchells Plain Transport Interchange Upgrade		7,600,000									Transport & Public Works
	7.5 Bicycle Network for Mitchell's Plain				500,000		4,000,000		5,000,000			Transport & Public Works
8. Community participation and Promotion of civic pride *Initiatives to support:* -Effective community participation in URP initiatives -Reinforcing positive social networks -Community empowerment - Promoting arts,cultural and recreational activitiesin support of civic pride												
9. Improving effective governance *Initiatives to support:* -Improving the management and institutional capacity of the spheres of government involved -Make effective and efficient governance a reality (create confidence for economic investment) - Inter-departmental co-operation within Cape Town structures and with other spheres of government - Partnerships between municipal governance structures and local community -Ensure effectiveparticipation in any URP initiative or municipal strategy impacting on the nodes												
	9.1 EIA rapid response to package of priority URP projects (MPlain	Budget confirmed		55,000								EA&DP
	9.2 Environmetal Management Improvement (outreach)	Budget confirmed				2,000		3,000		3,500		EA&DP

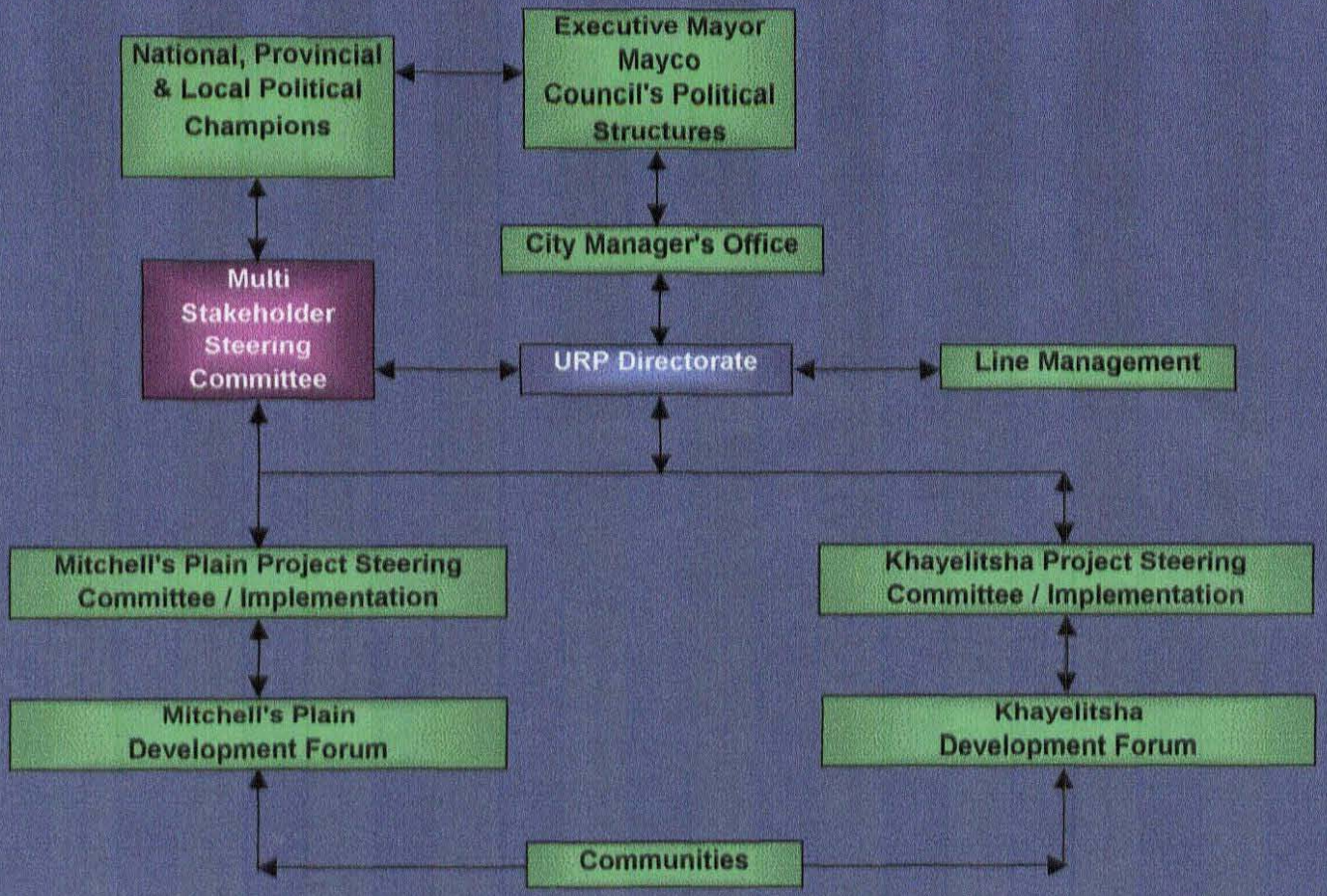
	9.3 Decreasing the number of unlicensed outlets;and reducing the number of shebeens through a social dialogue programme and the responsible liquor consumption campaign (BR)	Integrated within the operational budget of the Directorate: Business Regulation ("Liquor Board")										Prov Econ. Dev & Tourism
			114,285,300	11,143,371	43,241,144	8,216,898	33,843,490	9,287,849	60,500,000	8,961,000		

Key

	No information on this project received from responsible Department
*	New project and/or revised budgets
!	Non-development projects

(PGWC, 2004: Schedules)

ANNEXURE 5.8: THE URBAN RENEWAL INSTITUTIONAL FRAMEWORK STRUCTURE



(Penxa, 2004: 6)

ANNEXURE 5.9: ADVERTISEMENT WITH REGARD TO THE PRESIDENTIAL URBAN RENEWAL PROGRAMME IN KHAYELITSHA AND MITCHELL'S PLAIN

January 2004 39

PRESIDENTIAL URBAN RENEWAL PROGRAMME,
BUILDING a community where needles aren't used for drugs.

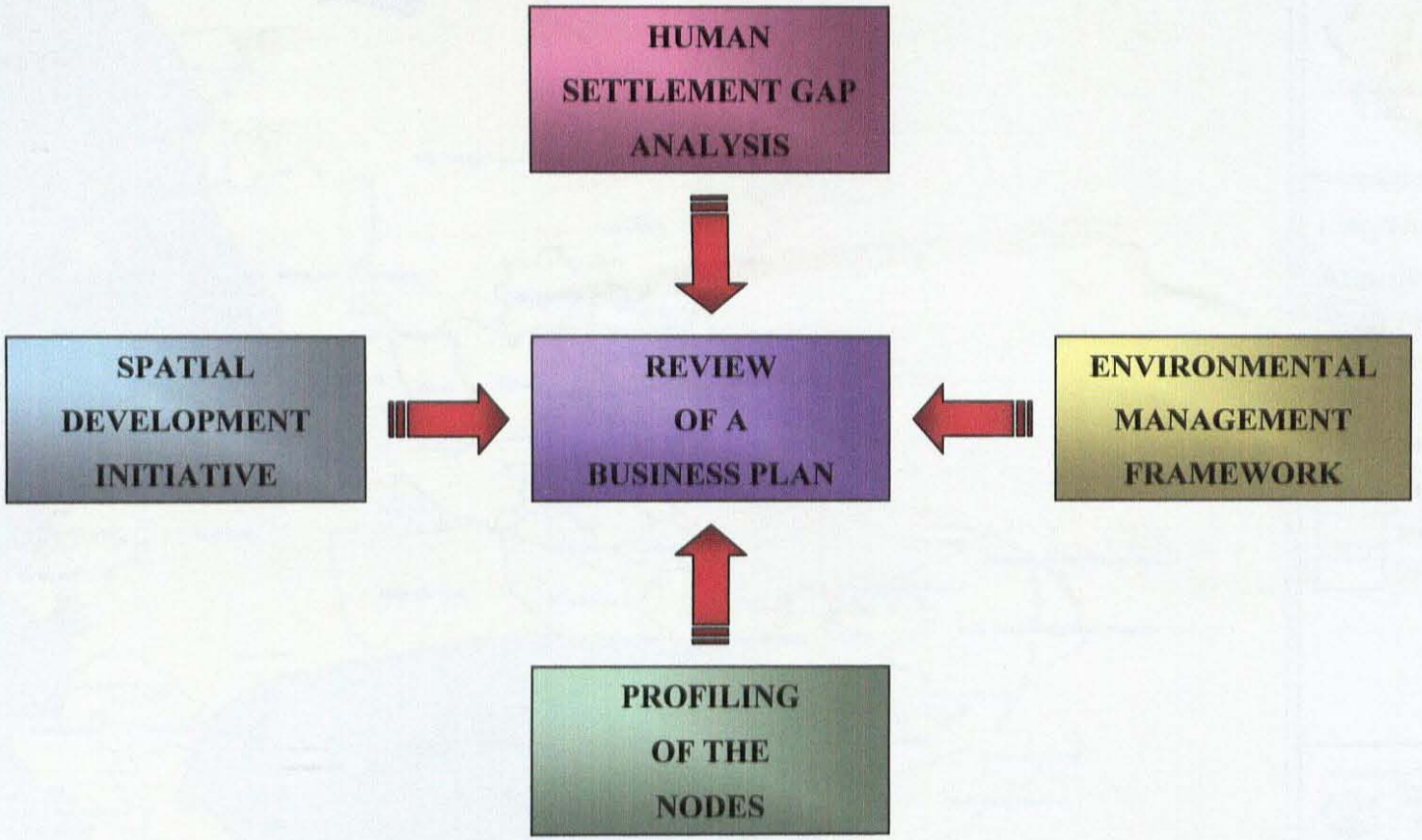
KHAYELITSHA TRAINING CENTRE

The Khayelitsha and Mitchell's Plain Urban Renewal Programme is a government initiative to improve the services and infrastructure in both of these communities. Most of all, it's intended to better the lives of the people who live there

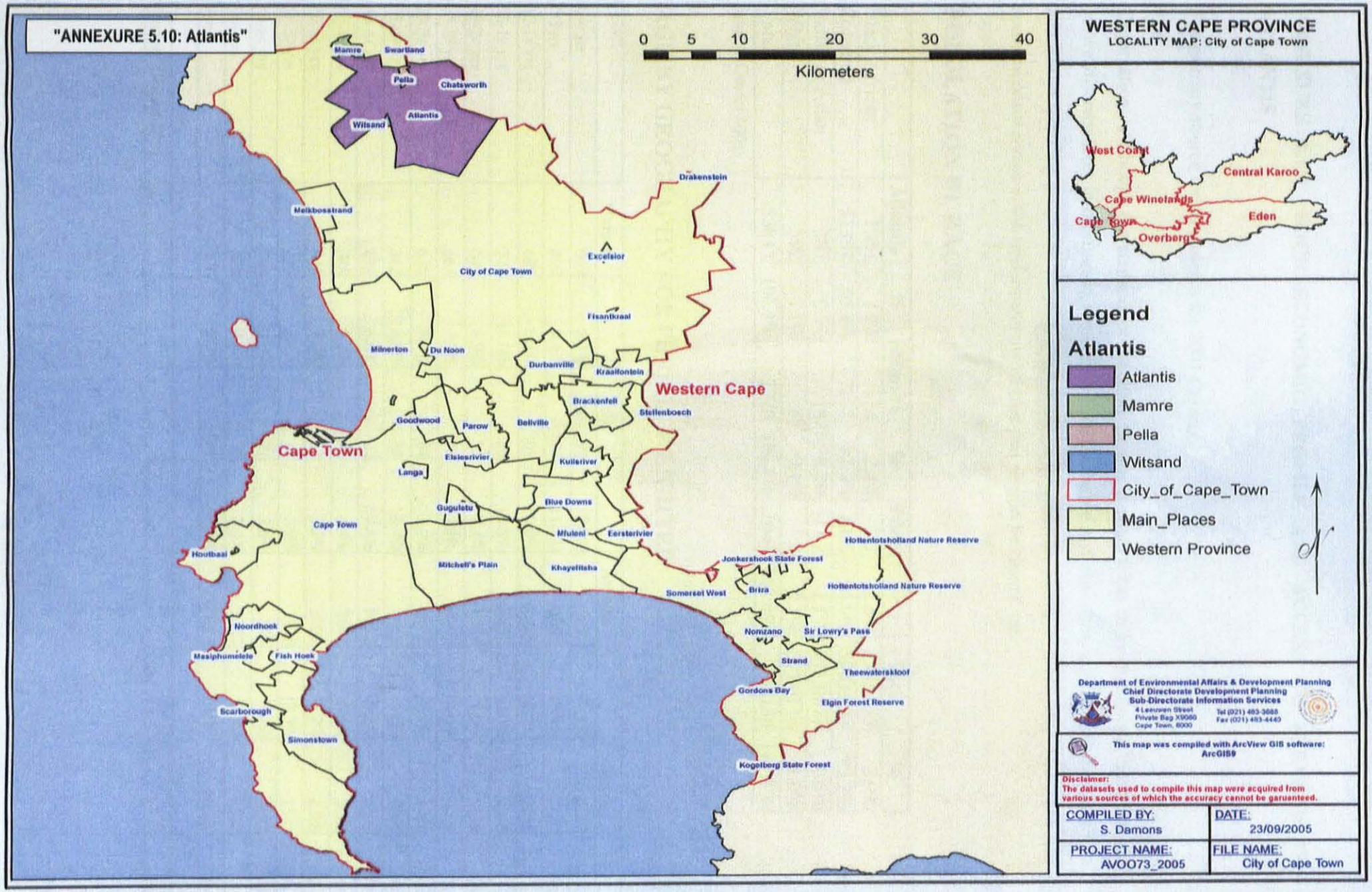
Together, building a stronger nation. Sonke sakha isizwe esomeleleyo. Saam bou ons 'n sterker nasie.

PRESIDENTIAL URBAN RENEWAL PROGRAMME | dplg

FIGURE 5.2: THE IDENTIFICATION OF STRATEGIC PROJECTS TO ENHANCE THE IMPLEMENTATION OF THE URP BUSINESS PLAN



(City of Cape Town, 2005: 7)


"ANNEXURE 5.10: Atlantis"
0 5 10 20 30 40
Kilometers
Mamre
Swartland
Pella
Chatsworth
Atlantis
Witsand
Drakenstein
Melkbosstrand
Excelsior
City of Cape Town
Fisantkraal
Milnerton
Du Noon
Durbanville
Kraaifontein
Western Cape
Brackenfell
Stellenbosch
Goodwood
Parow
Bellville
Cape Town
Elsiesrivier
Kuilsriver
Langa
Guguletu
Blue Downs
Cape Town
Mfuleni
Eersterivier
Hottentotsholland Nature Reserve
Houtbaai
Jonkershoek State Forest
Mitchell's Plain
Khayelitsha
Somerset West
Brizа
Hottentotsholland Nature Reserve
Noordhoek
Nomzano
Sir Lowry's Pass
Masiphumelele
Fish Hoek
Strand
Theewaterskloof
Gordons Bay
Scarborough
Elgin Forest Reserve
Simonstown
Kogelberg State Forest
WESTERN CAPE PROVINCE
LOCALITY MAP: City of Cape Town
West Coast
Central Karoo
Cape Winelands
Eden
Cape Town
Overberg
Legend
Atlantis
Atlantis
Mamre
Pella
Witsand
City_of_Cape_Town
Main_Places
Western Province
N
Department of Environmental Affairs & Development Planning
Chief Directorate Development Planning
Sub-Directorate Information Services
4 Leeuwen Street
Private Bag X9086
Cape Town, 8000
Tel (021) 483-3088
Fax (021) 483-4440
This map was compiled with ArcView GIS software:
ArcGIS9
Disclaimer:
The datasets used to compile this map were acquired from various sources of which the accuracy cannot be garuanteed.
COMPILED BY:
S. Damons
DATE:
23/09/2005
PROJECT NAME:
AVOO73_2005
FILE NAME:
City of Cape Town

ANNEXURE 5.11: SOCIO-ECONOMIC PROFILE AND ACCESS TO SERVICES IN ATLANTIS

The primary source for all tables is the 2001 Census.

Observation: Although the statistics of the 2001 Census is used, it has to be mentioned that there are severe discrepancies in relation to some municipal databases and estimates, e.g. the number of white and Xhosa speaking people in Atlantis, the number of households, unemployment, etc. There are also some inconsistencies in the undermentioned tables that should be cleared up.

POPULATION BY RACE

	Atlantis	%	Mamre	%	Pella	%	Total	%
Black African	1581	2.9%	174	2.4%	27	2.6%	1782.053	2.9%
Coloured	51357	95.4%	7072	97.3%	1005	96.0%	59435.93	95.7%
Indian or Asian	281	0.5%	18	0.2%	12	1.1%	311.0077	0.5%
White	592	1.1%	6	0.1%	3	0.3%	601.0118	1.0%
Total	**53811**	**100.0%**	**7270**	**100.0%**	**1047**	**100.0%**	**62130**	**100.0%**

Source: Census 2001

AGE BY GEOGRAPHY FOR PERSON WEIGHTED

	Mamre		Pella		Atlantis		Total	
0-4 yrs	669	9.2%	97	9.3%	5351	9.9%	6117	9.8%
5-9yrs	699	9.6%	124	11.8%	5598	10.4%	6422	10.3%
10-14 yrs	683	9.4%	109	10.4%	6475	12.0%	7267	11.7%
15-19 yrs	725	10.0%	113	10.8%	6438	12.0%	7276	11.7%
20-24 yrs	645	8.9%	98	9.4%	4856	9.0%	5599	9.0%
25-29 yrs	663	9.1%	74	7.1%	4293	8.0%	5029	8.1%
30-34 yrs	635	8.7%	84	8.0%	4242	7.9%	4961	8.0%
35-39 yrs	582	8.0%	88	8.4%	4411	8.2%	5081	8.2%
40-44 yrs	478	6.6%	82	7.8%	3882	7.2%	4443	7.2%
45-49 yrs	388	5.3%	46	4.4%	2842	5.3%	3277	5.3%
50-54 yrs	345	4.7%	33	3.2%	2009	3.7%	2388	3.8%
55-59 yrs	228	3.1%	41	3.9%	1255	2.3%	1523	2.5%
60-64 yrs	208	2.9%	21	2.0%	897	1.7%	1127	1.8%
65+ yrs	321	4.4%	36	3.4%	1262	2.3%	1618	2.6%
Total	7270	100.0%	1047	100.0%	53811	100.0%	62127	100.0%
Source: Census 2001								

GENDER DISTRIBUTION

	Atlantis	%	Mamre	%	Pella	%	Total	%
Male	25707	47.8%	3646	50.2%	525	50.1%	29879	48.1%
Female	28103	52.2%	3623	49.8%	522	49.9%	32248	51.9%
Total	**53811**	**100.0%**	**7270**	**100.0%**	**1047**	**100.0%**	**62127**	**100.0%**

Source: Census 2001

LANGUAGE

	Atlantis	%	Mamre	%	Pella	%	Total	%
Afrikaans	48599	90.3%	7069	97.2%	1040	99.7%	56708	91.3%
English	4798	8.9%	207	2.8%	3	0.3%	5008	8.1%
IsiNdebele	24	0.0%	-		-	0.0%	24	0.0%
IsiXhosa	168	0.3%	-		-	0.0%	168	0.3%
IsiZulu	3	0.0%	-		-	0.0%	3	0.0%
Sepedi	-	0.0%	-		-	0.0%	-	0.0%
Sesotho	3	0.0%	-		-	0.0%	3	0.0%
Setswana	6	0.0%	-		-	0.0%	6	0.0%
SiSwati	-	0.0%	-		-	0.0%	-	0.0%
Tshivenda	18	0.0%	-		-	0.0%	18	0.0%
Xitsonga	6	0.0%	-		-	0.0%	6	0.0%
Other	196	0.4%	-		-	0.0%	196	0.3%
Total	**53821**	**100.0%**	**7275**	**100.0%**	**1043**	**100.0%**	**62140**	**100.0%**

Source: Census 2001

EDUCATION LEVELS

	Atlantis	%	Mamre	%	Pella	%	Total	%
No schooling	3095	6.4%	344	5.2%	50	5.3%	3489	6.2%
Grade 1-4	7028	14.5%	735	11.1%	139	14.6%	7903	14.1%
Grade 5-7	10753	22.2%	1360	20.6%	262	27.6%	12375	22.1%
Grade 8-10	16669	34.4%	2580	39.1%	321	33.8%	19570	34.9%
Grade 11/standard 9/form 4/NTC II	2908	6.0%	338	5.1%	40	4.2%	3287	5.9%
Grade 12/standard 10/form 5/matric./NTC III	6667	13.8%	1073	16.3%	119	12.5%	7859	14.0%
Certificate with less than grade 12	137	0.3%	3	0.0%	-	0.0%	140	0.3%
Diploma with less than grade 12	45	0.1%	12	0.2%	6	0.6%	63	0.1%
Certificate with grade 12	604	1.2%	36	0.5%	6	0.6%	646	1.2%
Diploma with grade 12	393	0.8%	90	1.4%	6	0.6%	489	0.9%
Degree(s)	156	0.3%	21	0.3%	-	0.0%	177	0.3%
Total	**48454**	**100.0%**	**6593**	**100.0%**	**949**	**100.0%**	**55996**	**100.0%**

Source: Census 2001

HOUSEHOLD INCOME

	Atlantis	%	Mamre	%	Pella	%	Total	%
No income	720	6.5%	165	9.3%	9	4.5%	894	6.8%
R1 - R4 800	235	2.1%	33	1.9%	3	1.5%	271	2.1%
R4 801 - R9 600	794	7.1%	146	8.2%	12	6.0%	953	7.3%
R9 601 - R19 200	1737	15.6%	259	14.6%	42	21.1%	2038	15.6%
R19 201 - R38 400	2922	26.3%	461	26.0%	70	35.2%	3452	26.4%
R38 401 - R76 800	2909	26.2%	456	25.7%	36	18.1%	3401	26.0%
R76 801 - R153 600	1301	11.7%	195	11.0%	24	12.1%	1520	11.6%
R153 601 - R307 200	243	2.2%	51	2.9%	3	1.5%	297	2.3%
R307 201 - R614 400	33	0.3%	3	0.2%	-	0.0%	36	0.3%
R614 401 - R1 228 800	6	0.1%	3	0.2%	-	0.0%	9	0.1%
R1 228 801 - R2 457 600	123	1.1%	-	0.0%	-	0.0%	123	0.9%
R2 457 601 and more	84	0.8%	-	0.0%	-	0.0%	84	0.6%
Total	**11107**	**100.0%**	**1772**	**100.0%**	**199**	**100.0%**	**13078**	**100.0%**

Source:Census 2001

INDIVIDUAL INCOME

	Atlantis	%	Mamre	%	Pella	%	Total	%
No income	15523	44.0%	2211	45.1%	309	45.5%	18043	44.2%
R1 - R400	1207	3.4%	63	1.3%	15	2.2%	1285	3.1%
R401 - R800	3795	10.8%	473	9.6%	88	13.0%	4356	10.7%
R801 - R1 600	5997	17.0%	795	16.2%	150	22.1%	6942	17.0%
R1 601 - R3 200	6009	17.0%	955	19.5%	87	12.8%	7050	17.3%
R3 201 - R6 400	2094	5.9%	351	7.2%	21	3.1%	2466	6.0%
R6 401 - R12 800	498	1.4%	51	1.0%	6	0.9%	555	1.4%
R12 801 - R25 600	45	0.1%	6	0.1%	3	0.4%	54	0.1%
R25 601 - R51 200	15	0.0%	-	0.0%	-	0.0%	15	0.0%
R51 201 - R102 400	9	0.0%	-	0.0%	-	0.0%	9	0.0%
R102 401 - R204 800	70	0.2%	-	0.0%	-	0.0%	70	0.2%
R204 801 or more	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Total	**35262**	**100.0%**	**4904**	**100.0%**	**679**	**100.0%**	**40845**	**100.0%**

Source: Census 2001

DWELLING

	Atlantis		Mamre		Pella		Total	%
House or brick structure on a separate stand or yard	8943	80.9%	1652	93.3%	140	70.0%	10734	82.4%
Traditional dwelling/hut/structure made of traditional materials	224	2.0%	27	1.5%	42	21.0%	293	2.3%
Flat in block of flats	1028	9.3%	-	0.0%	-	0.0%	1028	7.9%
Town/cluster/semi-detached house (simplex; duplex; triplex)	157	1.4%	12	0.7%	-	0.0%	169	1.3%
House/flat/room in back yard	322	2.9%	54	3.1%	3	1.5%	379	2.9%
Informal dwelling/shack in back yard	259	2.3%	15	0.8%	9	4.5%	283	2.2%
Informal dwelling/shack NOT in back yard	36	0.3%	-	0.0%	6	3.0%	42	0.3%
Room/flatlet not in back yard but on shared property	49	0.4%	6	0.3%	-	0.0%	55	0.4%
Caravan or tent	33	0.3%	3	0.2%	-	0.0%	36	0.3%
Private ship/boat	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Total	**11050**	**100.0%**	**1770**	**100.0%**	**200**	**100.0%**	**13020**	**100.0%**

Source: Census 2001

ENERGY USED FOR LIGHTING

	Atlantis	%	Mamre	%	Pella	%
Electricity	10941	98.5%	1737	98.0%	170	86.3%
Gas	21	0.2%	-	0.0%	-	0.0%
Paraffin	3	0.0%	-	0.0%	-	0.0%
Candles	138	1.2%	27	1.5%	27	13.7%
Solar	-	0.0%	6	0.3%	-	0.0%
Other	-	0.0%	3	0.2%	-	0.0%
Total	**11103**	**100.0%**	**1773**	**100.0%**	**197**	**100.0%**

Source:census 2001

EMPLOYMENT STATUS

	Atlantis	%	Mamre	%	Pella	%	Total	%
Employed	16477	46.7%	2314	47.2%	315	46.4%	19106	46.8%
Unemployed	6907	19.6%	925	18.9%	69	10.2%	7901	19.3%
Scholar or student	4656	13.2%	558	11.4%	74	10.9%	5288	12.9%
Home-maker or housewife	3477	9.9%	470	9.6%	118	17.4%	4065	10.0%
Pensioner or retired person/to old to work	918	2.6%	219	4.5%	25	3.7%	1162	2.8%
Unable to work due to illness or disability	1464	4.2%	185	3.8%	39	5.7%	1688	4.1%
Seasonal worker not working presently	202	0.6%	24	0.5%	9	1.3%	236	0.6%
Does not choose to work	461	1.3%	31	0.6%	3	0.4%	494	1.2%
Could not find work	700	2.0%	178	3.6%	27	4.0%	906	2.2%
Total	**35262**	**100.0%**	**4904**	**100.0%**	**679**	**100.0%**	**40845**	**100.0%**

Source; Census 2001

WATER SUPPLY

	Atlantis	%	Mamre	%	Pella	%	Total	%
Piped water inside dwelling	9804	88.3%	1553	87.6%	105	53.3%	11462	87.7%
Piped water inside yard	895	8.1%	196	11.1%	59	29.9%	1150	8.8%
Piped water on community stand: distance less than 200m. from dwelling	123	1.1%	9	0.5%	21	10.7%	153	1.2%
Piped water on community stand: distance greater than 200m. from dwelling	227	2.0%	9	0.5%	12	6.1%	248	1.9%
Borehole	21	0.2%	-	0.0%	-	0.0%	21	0.2%
Spring	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Rain-water tank	3	0.0%	-	0.0%	-	0.0%	3	0.0%
Dam/pool/stagnant water	-	0.0%	-	0.0%	-	0.0%	-	0.0%
River/stream	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Water vendor	3	0.0%	-	0.0%	-	0.0%	3	0.0%
Other	27	0.2%	6	0.3%	-	0.0%	33	0.3%
Total	**11103**	100.0%	**1773**	100.0%	**197**	**100.0%**	**13073**	**100.0%**

Source: Census 2001

TELEPHONE ACCESS (Atlantis only)

Telephone in dwelling and cellphone	2 408	19.5%
Telephone in dwelling only	3 726	30.1%
Cellphone only	1 384	11.2%
At a neighbour nearby	571	4.6%
At a public telephone nearby	3 913	31.6%
At another location nearby	112	0.9%
At another location, not nearby	74	0.6%
No access to a telephone	183	1.5%
Not applicable (institutions	6	0.0%
Total	12 377	100.0%

ECONOMIC SECTORS

Agriculture, hunting, forestry and fishing	601	3.4%
Mining and quarrying	29	0.2%
Manufacturing	6 947	38.8%
Electricity, gas and water supply	361	2.0%
Construction	936	5.2%
Wholesale and retail trade	2 608	14.6%
Transport, storage and communication	506	2.8%
Financial, insurance, real estate and business services	1 120	6.3%
Community, social and personal services	2 263	12.6%
Other and not adequately defined	1	0.0%
Private Households	586	3.3%
Undetermined	1 943	10.9%
NA		0.0%
Total	17 901	100.0%

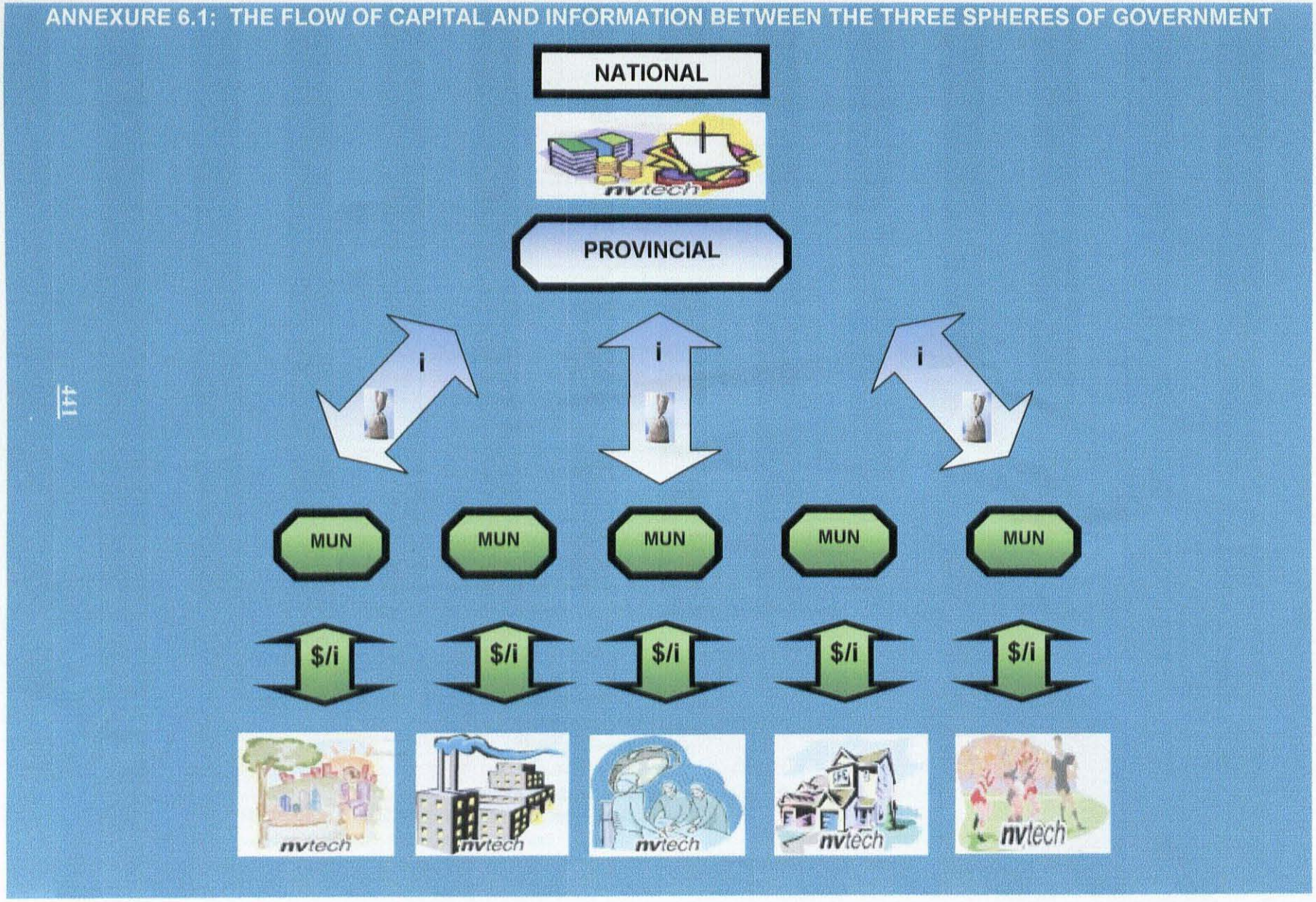
(2001 Census; PGWC, 2004: Annexure)

TABLE 6.2: ISRDP AND URP NATIONAL, PROVINCIAL AND LOCAL POLITICAL AND TECHNICAL CHAMPIONS FOR THE WESTERN CAPE

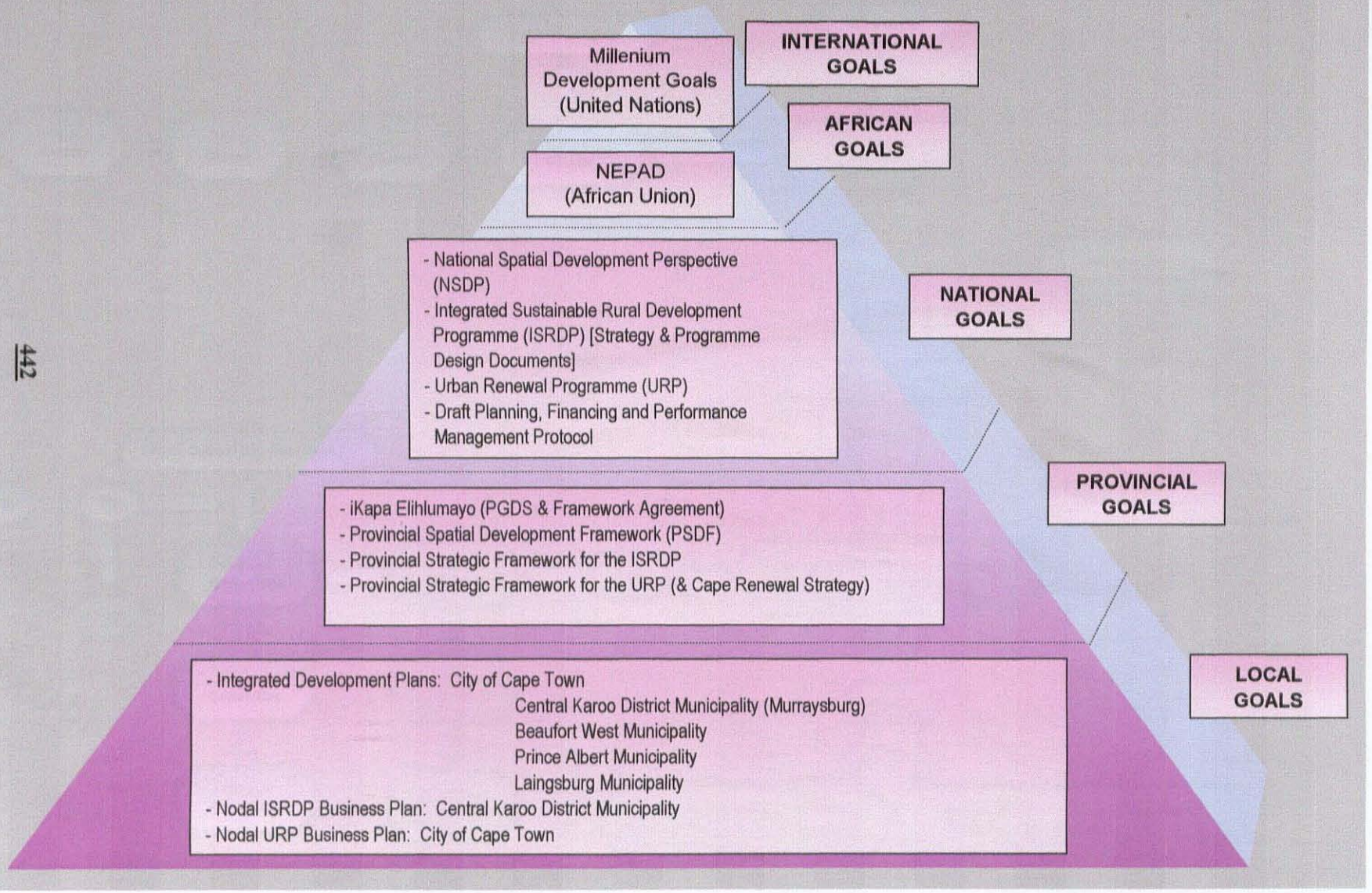
Nodes	Political Champions			Technical Champions		
	National	Provincial	Local	National	Provincial	Local
Central Karoo *(Central Karoo District Municipality)*	▪ Minister of Social Development ▪ Minister of Arts and Culture ▪ Deputy Minister of Foreign Affairs	Premier	Executive Mayor	DPLG	Department of Local Government and Housing	Municipal Manager
Khayelitsha and Mitchell's Plain *(City of Cape Town)*	▪ Minister of Safety and Security ▪ Minister of Finance ▪ Deputy Minister of Correctional Services	Premier	Executive Mayor	DPLG	Department of Local Government and Housing	City Manager

(Rural Focus 2 (1), 2005: Annexure; Urban News 2 (1), 2005: Annexure)

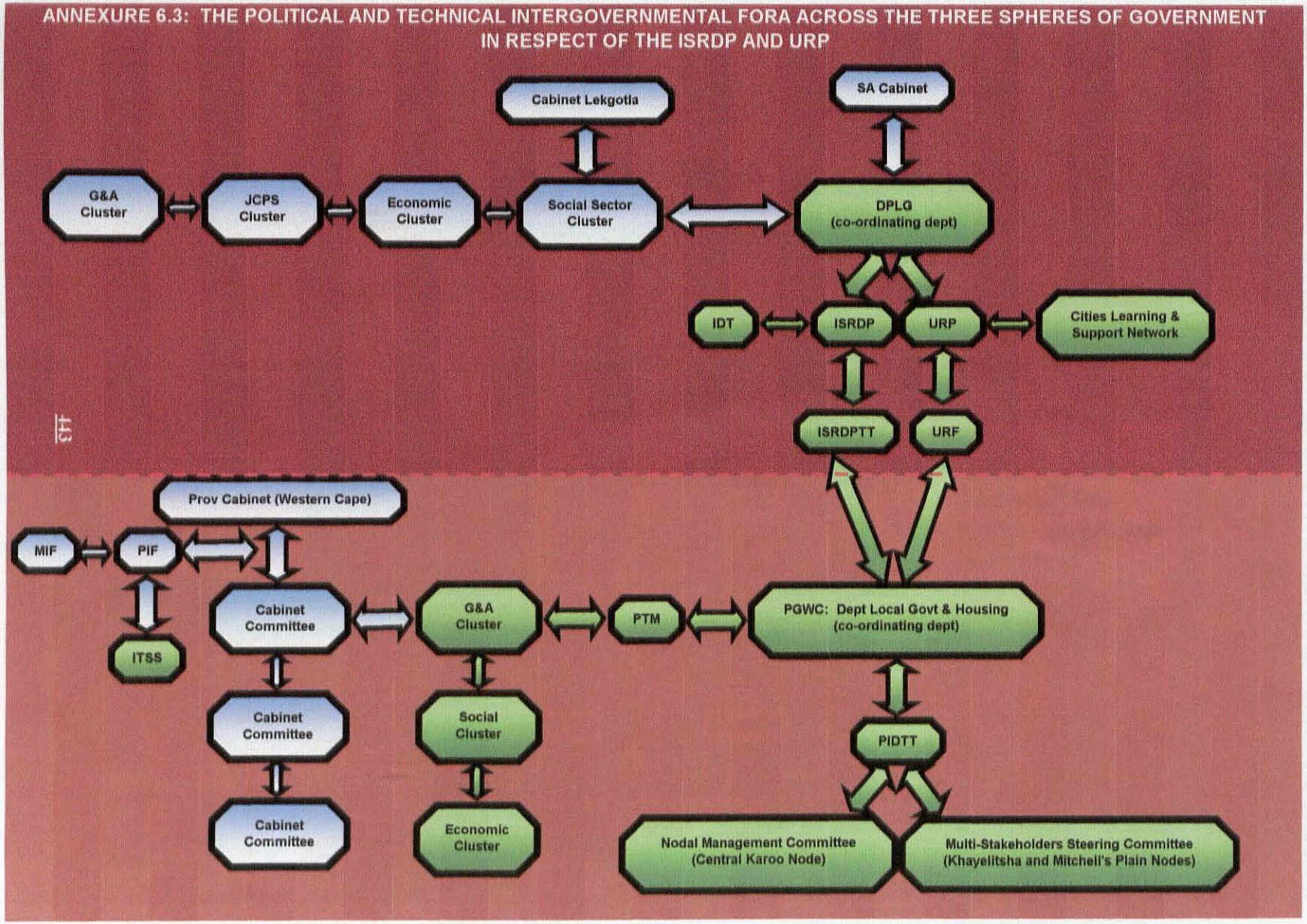
ANNEXURE 6.1: THE FLOW OF CAPITAL AND INFORMATION BETWEEN THE THREE SPHERES OF GOVERNMENT



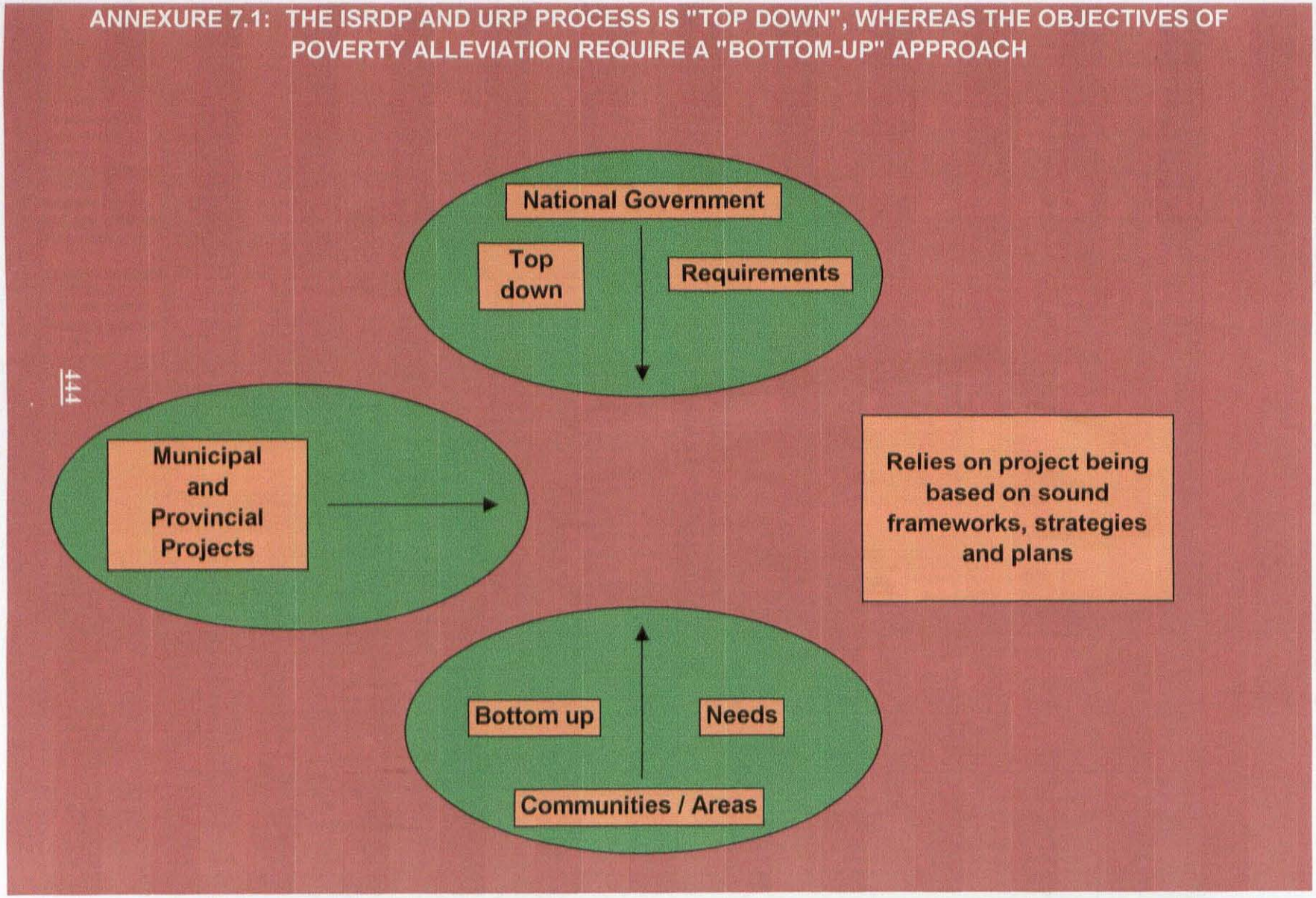
ANNEXURE 6.2: THE ALIGNMENT AND REQUIREMENTS OF THE GOVERNMENT, FROM SUPRA-NATIONAL TO LOCAL, WHICH IMPACT ON EFFORTS TO ALLEVIATE POVERTY AND UNDERDEVELOPMENT IN THE WESTERN CAPE

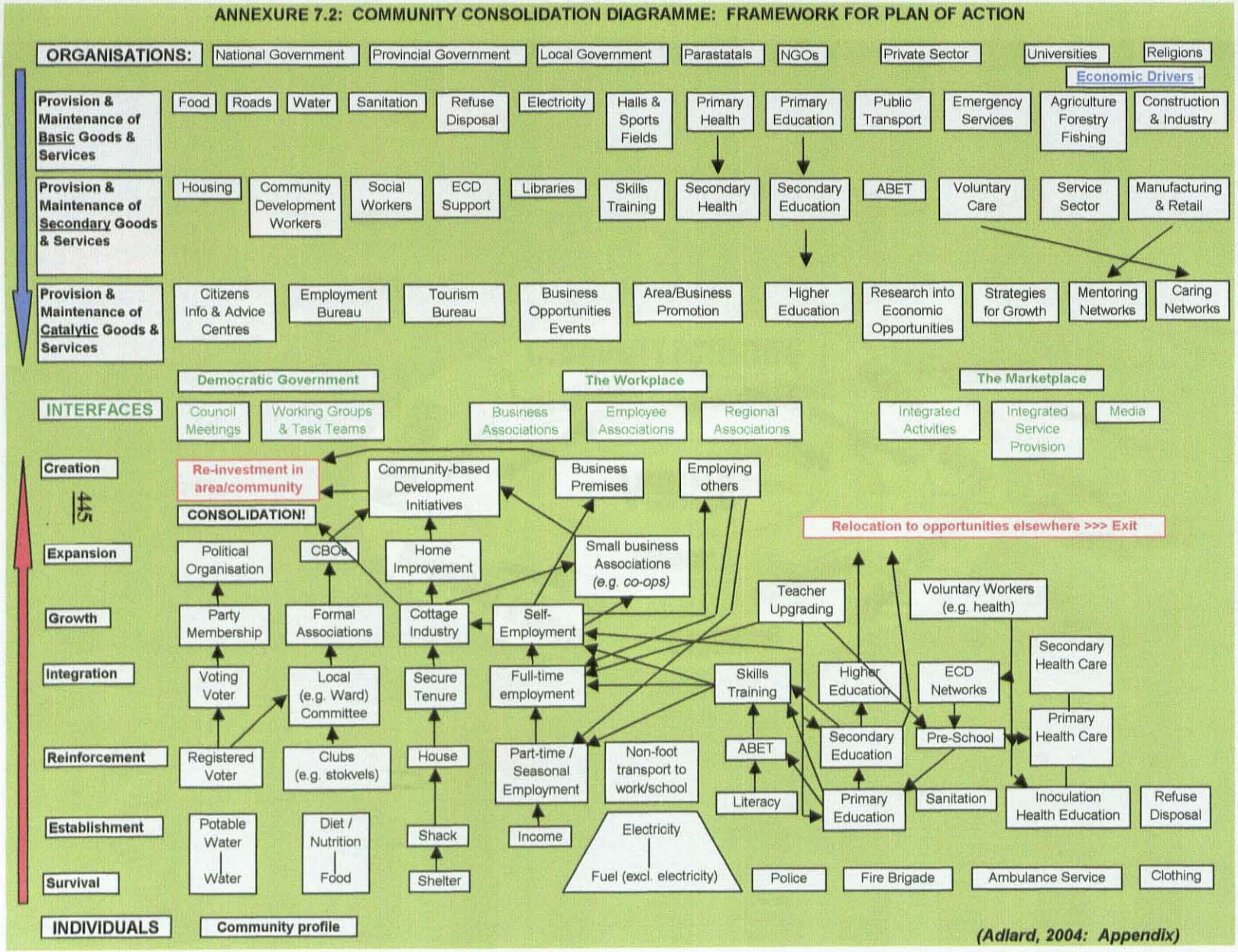


ANNEXURE 6.3: THE POLITICAL AND TECHNICAL INTERGOVERNMENTAL FORA ACROSS THE THREE SPHERES OF GOVERNMENT IN RESPECT OF THE ISRDP AND URP

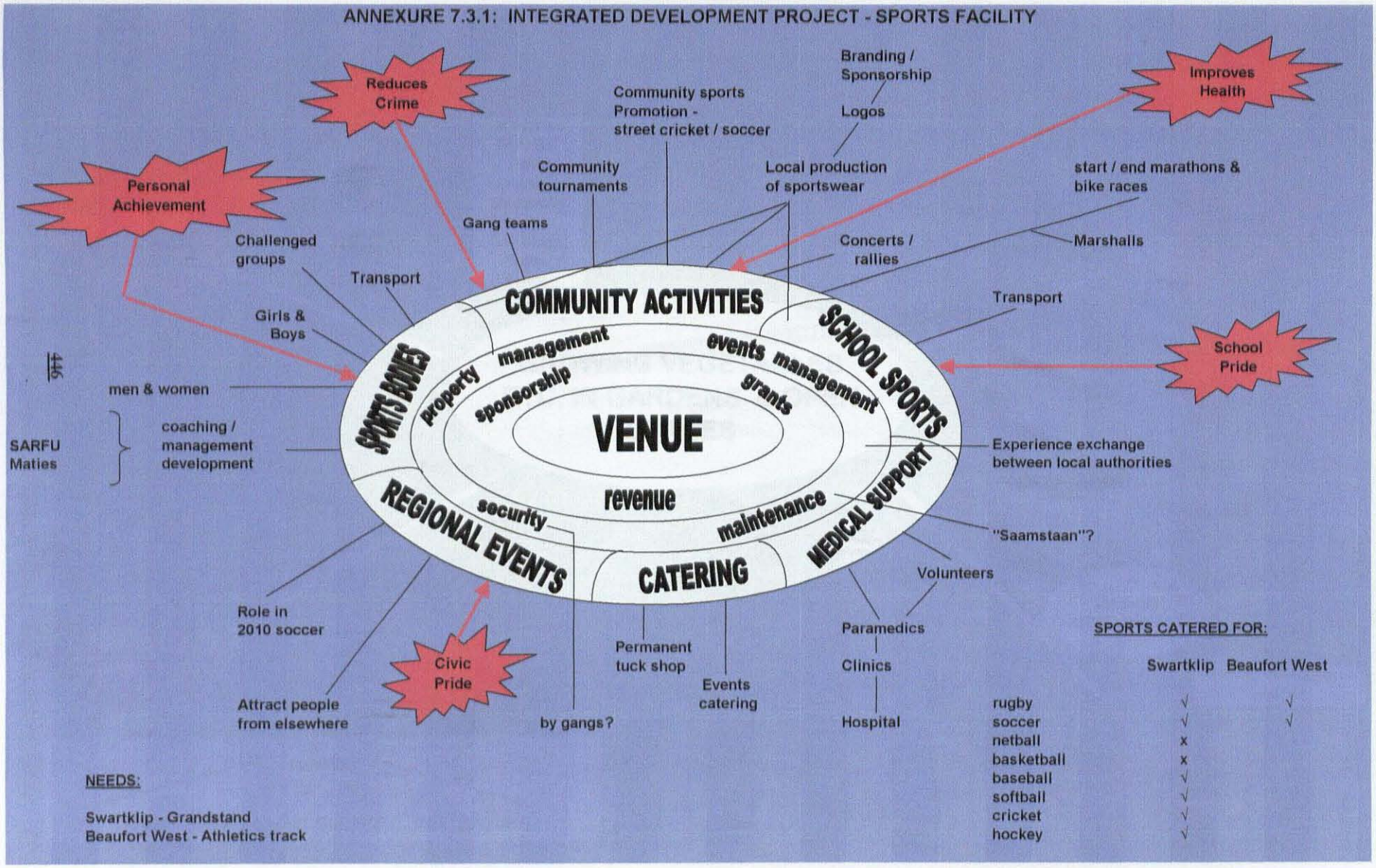


ANNEXURE 7.1: THE ISRDP AND URP PROCESS IS "TOP DOWN", WHEREAS THE OBJECTIVES OF POVERTY ALLEVIATION REQUIRE A "BOTTOM-UP" APPROACH




ANNEXURE 7.2: COMMUNITY CONSOLIDATION DIAGRAMME: FRAMEWORK FOR PLAN OF ACTION
ORGANISATIONS:
National Government
Provincial Government
Local Government
Parastatals
NGOs
Private Sector
Universities
Religions
Economic Drivers
Provision & Maintenance of Basic Goods & Services
Food
Roads
Water
Sanitation
Refuse Disposal
Electricity
Halls & Sports Fields
Primary Health
Primary Education
Public Transport
Emergency Services
Agriculture Forestry Fishing
Construction & Industry
Provision & Maintenance of Secondary Goods & Services
Housing
Community Development Workers
Social Workers
ECD Support
Libraries
Skills Training
Secondary Health
Secondary Education
ABET
Voluntary Care
Service Sector
Manufacturing & Retail
Provision & Maintenance of Catalytic Goods & Services
Citizens Info & Advice Centres
Employment Bureau
Tourism Bureau
Business Opportunities Events
Area/Business Promotion
Higher Education
Research into Economic Opportunities
Strategies for Growth
Mentoring Networks
Caring Networks
INTERFACES
Democratic Government
Council Meetings
Working Groups & Task Teams
The Workplace
Business Associations
Employee Associations
Regional Associations
The Marketplace
Integrated Activities
Integrated Service Provision
Media
Creation
Re-investment in area/community
Community-based Development Initiatives
Business Premises
Employing others
CONSOLIDATION!
Relocation to opportunities elsewhere >>> Exit
Expansion
Political Organisation
CBOs
Home Improvement
Small business Associations (e.g. co-ops)
Growth
Party Membership
Formal Associations
Cottage Industry
Self-Employment
Teacher Upgrading
Voluntary Workers (e.g. health)
Integration
Voting Voter
Local (e.g. Ward) Committee
Secure Tenure
Full-time employment
Skills Training
Higher Education
ECD Networks
Secondary Health Care
Reinforcement
Registered Voter
Clubs (e.g. stokvels)
House
Part-time / Seasonal Employment
Non-foot transport to work/school
ABET
Secondary Education
Pre-School
Primary Health Care
Establishment
Potable Water
Water
Diet / Nutrition
Food
Shack
Income
Electricity
Fuel (excl. electricity)
Literacy
Primary Education
Sanitation
Inoculation Health Education
Refuse Disposal
Survival
Shelter
Police
Fire Brigade
Ambulance Service
Clothing
INDIVIDUALS
Community profile
(Adlard, 2004: Appendix)

ANNEXURE 7.3.1: INTEGRATED DEVELOPMENT PROJECT - SPORTS FACILITY

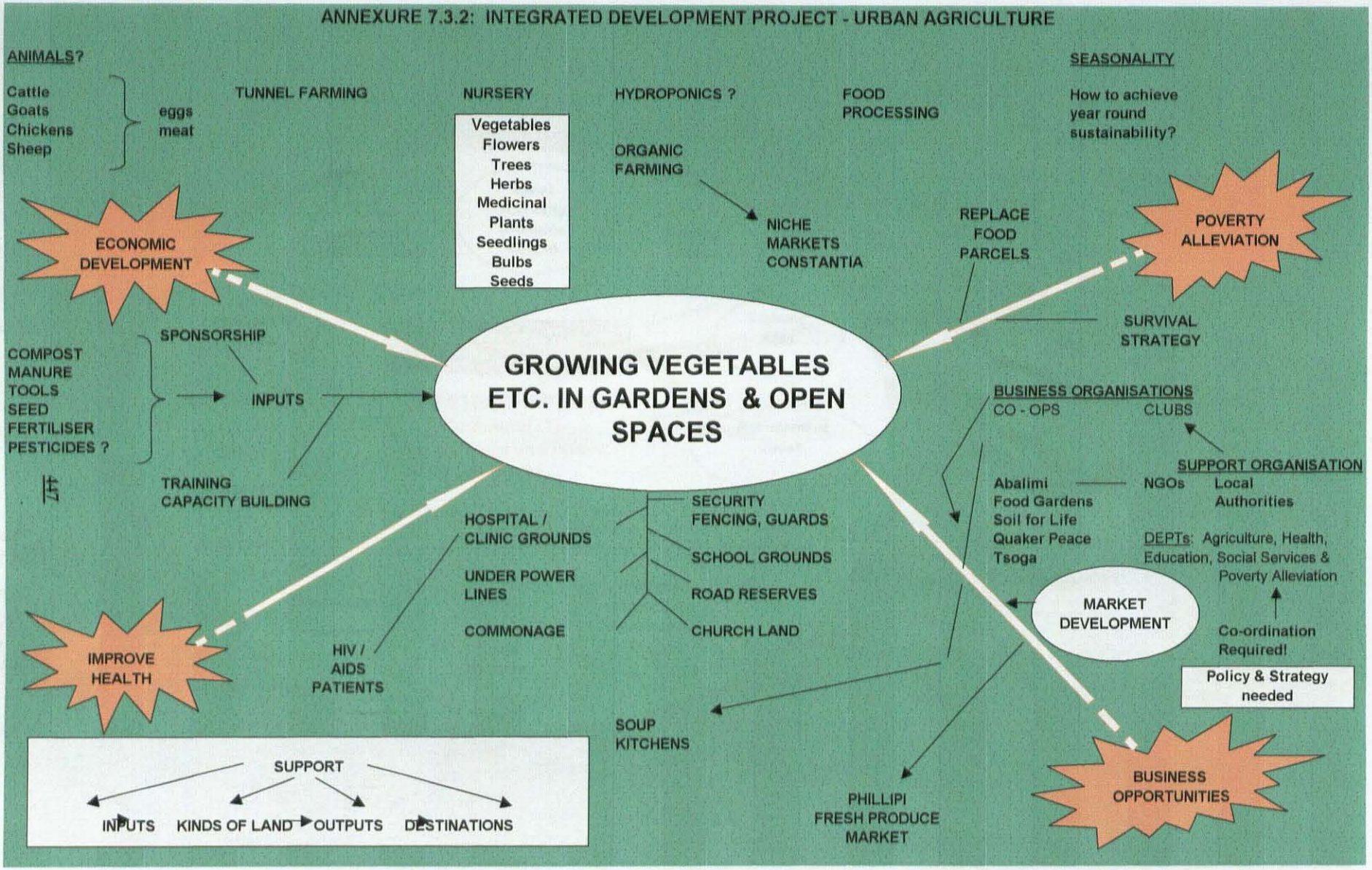


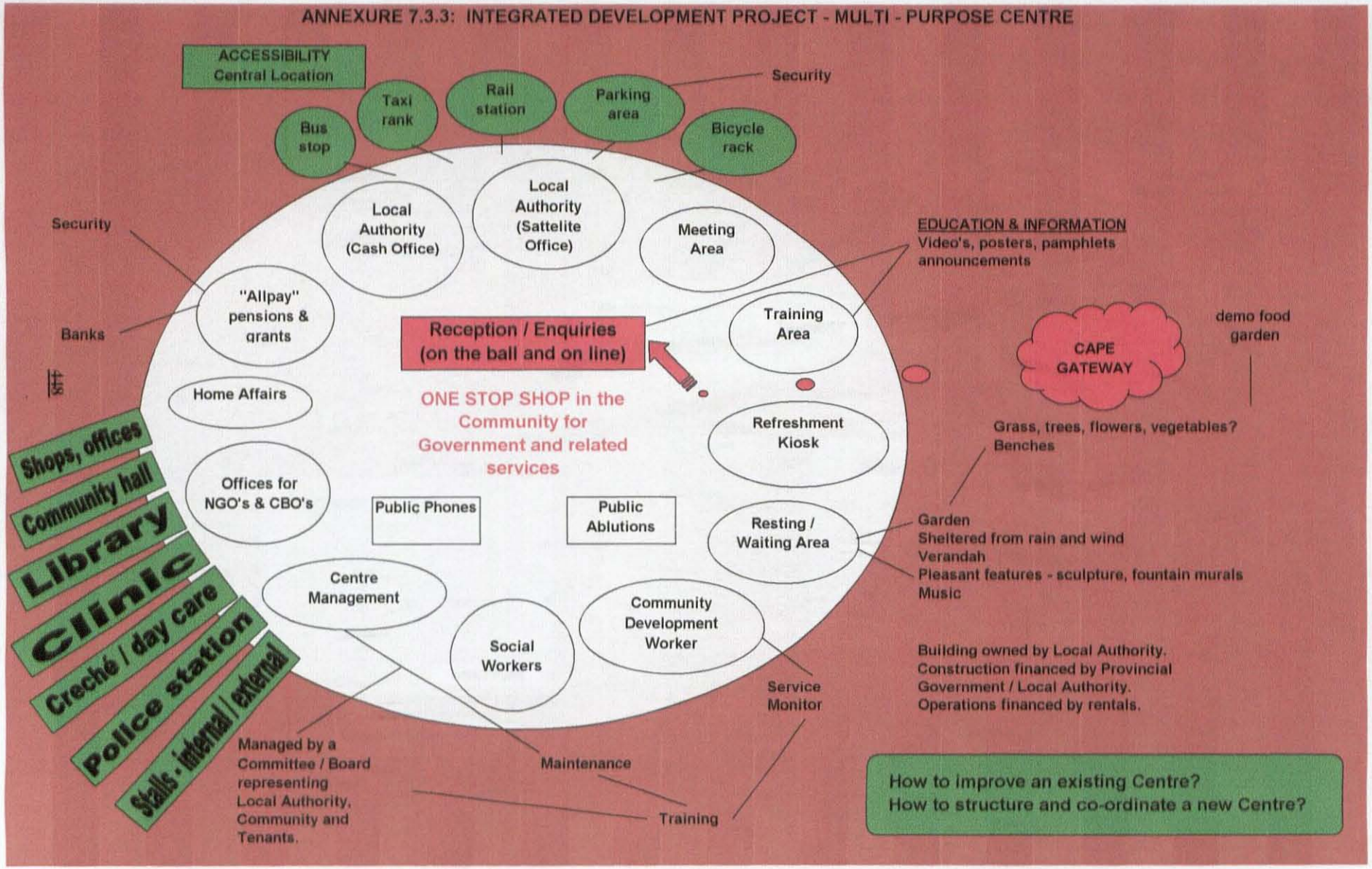
NEEDS:

Swartklip - Grandstand
Beaufort West - Athletics track

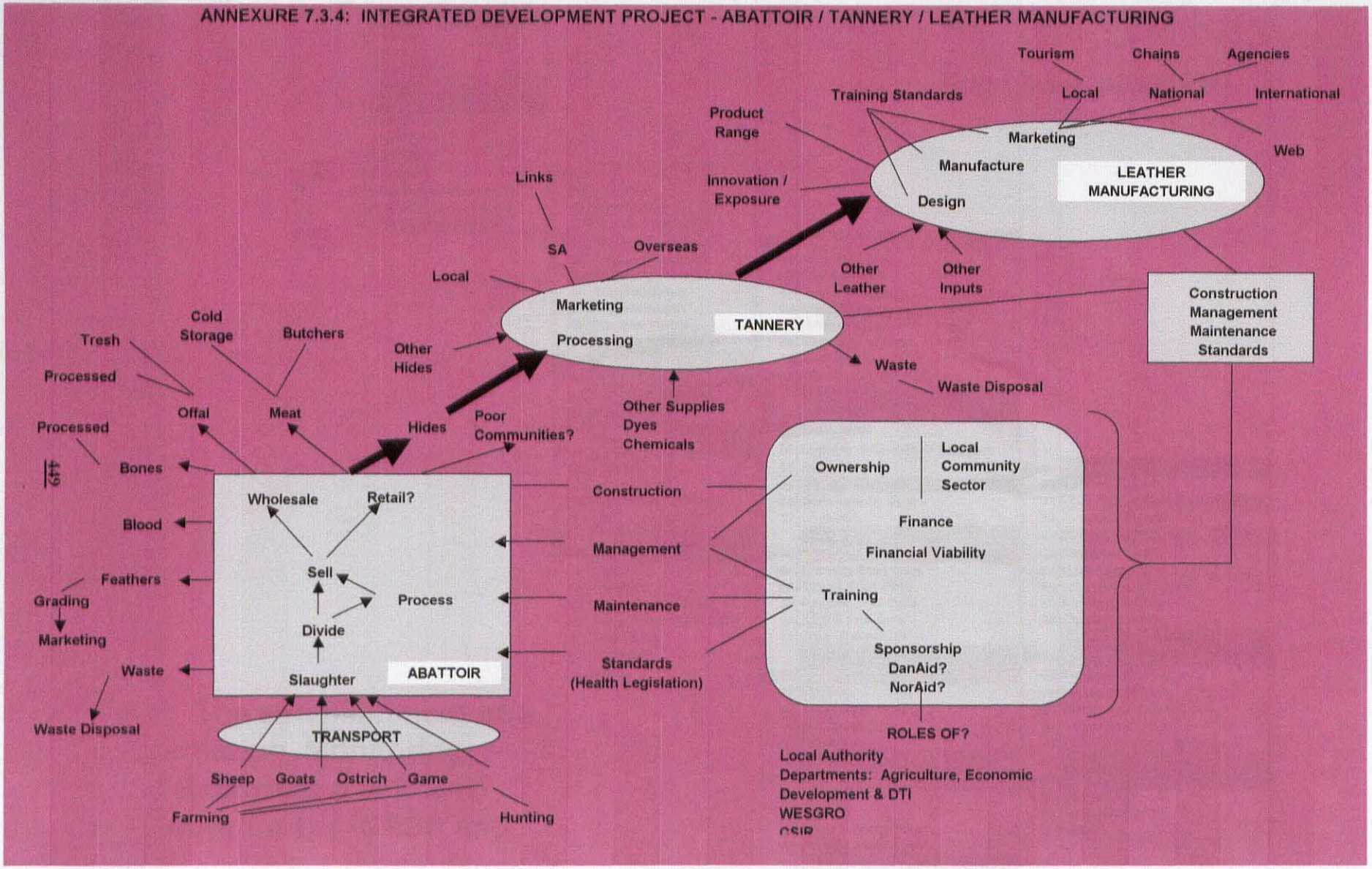
SPORTS CATERED FOR:

	Swartklip	Beaufort West
rugby	√	√
soccer	√	√
netball	x	
basketball	x	
baseball	√	
softball	√	
cricket	√	
hockey	√	


ANNEXURE 7.3.2: INTEGRATED DEVELOPMENT PROJECT - URBAN AGRICULTURE
ANIMALS?
Cattle
Goats
Chickens
Sheep
eggs
meat
TUNNEL FARMING
NURSERY
Vegetables
Flowers
Trees
Herbs
Medicinal
Plants
Seedlings
Bulbs
Seeds
HYDROPONICS ?
ORGANIC FARMING
NICHE MARKETS CONSTANTIA
FOOD PROCESSING
SEASONALITY
How to achieve year round sustainability?
ECONOMIC DEVELOPMENT
REPLACE FOOD PARCELS
POVERTY ALLEVIATION
SURVIVAL STRATEGY
SPONSORSHIP
COMPOST
MANURE
TOOLS
SEED
FERTILISER
PESTICIDES ?
INPUTS
TRAINING
CAPACITY BUILDING
GROWING VEGETABLES ETC. IN GARDENS & OPEN SPACES
BUSINESS ORGANISATIONS
CO - OPS
CLUBS
SUPPORT ORGANISATION
Abalimi
Food Gardens
Soil for Life
Quaker Peace
Tsoga
NGOs
Local Authorities
DEPTs: Agriculture, Health, Education, Social Services & Poverty Alleviation
MARKET DEVELOPMENT
Co-ordination Required!
Policy & Strategy needed
HOSPITAL / CLINIC GROUNDS
UNDER POWER LINES
COMMONAGE
SECURITY FENCING, GUARDS
SCHOOL GROUNDS
ROAD RESERVES
CHURCH LAND
IMPROVE HEALTH
HIV / AIDS PATIENTS
SOUP KITCHENS
PHILLIPI FRESH PRODUCE MARKET
BUSINESS OPPORTUNITIES
SUPPORT
INPUTS
KINDS OF LAND
OUTPUTS
DESTINATIONS

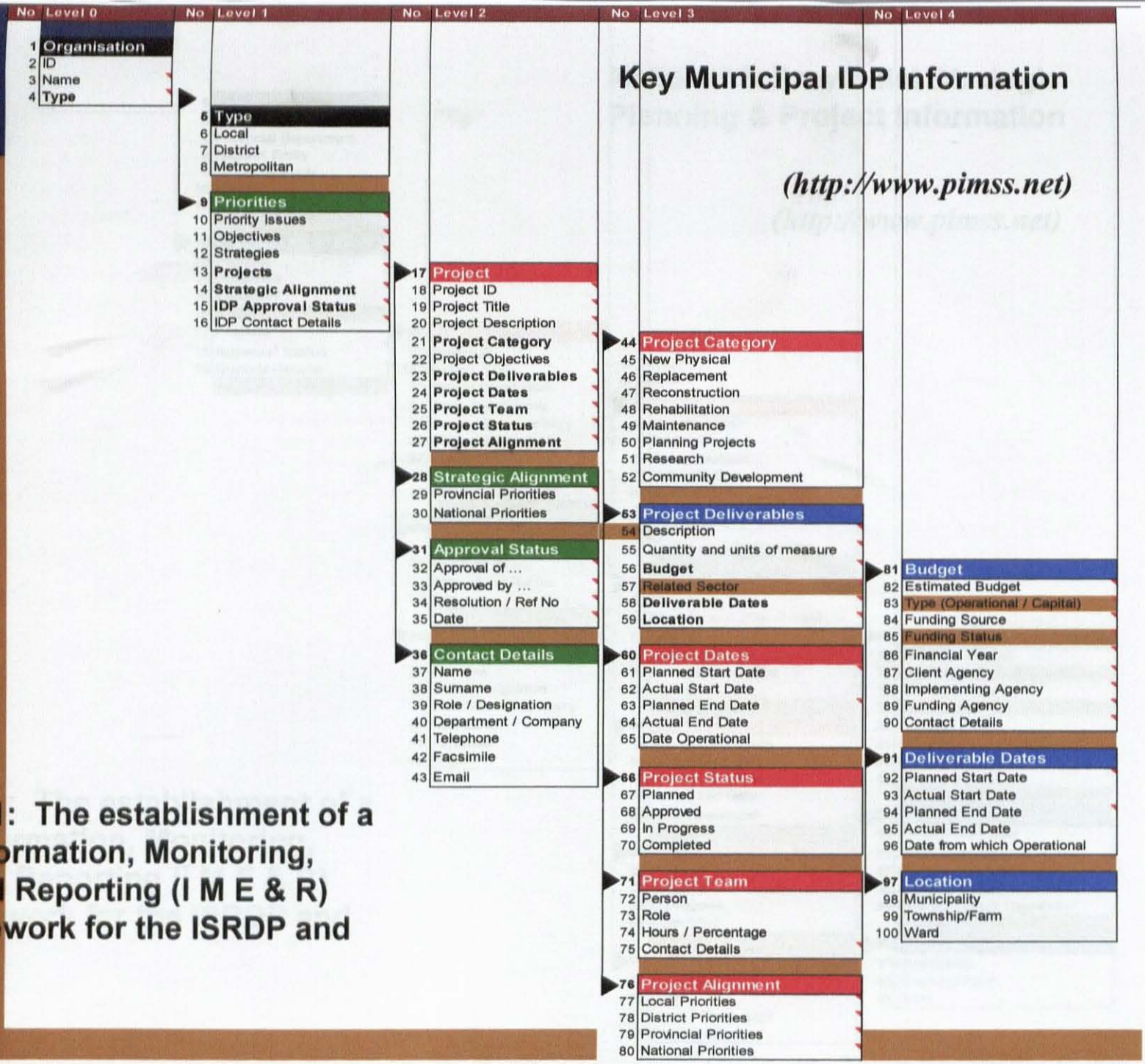

ANNEXURE 7.3.3: INTEGRATED DEVELOPMENT PROJECT - MULTI - PURPOSE CENTRE
ACCESSIBILITY
Central Location
Bus stop
Taxi rank
Rail station
Parking area
Security
Bicycle rack
Security
Local Authority (Cash Office)
Local Authority (Sattelite Office)
Meeting Area
EDUCATION & INFORMATION
Video's, posters, pamphlets announcements
"Allpay" pensions & grants
Banks
Reception / Enquiries (on the ball and on line)
Training Area
CAPE GATEWAY
demo food garden
Home Affairs
ONE STOP SHOP in the Community for Government and related services
Refreshment Kiosk
Grass, trees, flowers, vegetables?
Benches
Shops, offices
Community hall
Library
Clinic
Creché / day care
police station
Stalls - internal / external
Offices for NGO's & CBO's
Public Phones
Public Ablutions
Resting / Waiting Area
Garden
Sheltered from rain and wind
Verandah
Pleasant features - sculpture, fountain murals
Music
Centre Management
Social Workers
Community Development Worker
Building owned by Local Authority.
Construction financed by Provincial Government / Local Authority.
Operations financed by rentals.
Service Monitor
Managed by a Committee / Board representing Local Authority, Community and Tenants.
Maintenance
Training
How to improve an existing Centre?
How to structure and co-ordinate a new Centre?

ANNEXURE 7.3.4: INTEGRATED DEVELOPMENT PROJECT - ABATTOIR / TANNERY / LEATHER MANUFACTURING



Key Municipal IDP Information

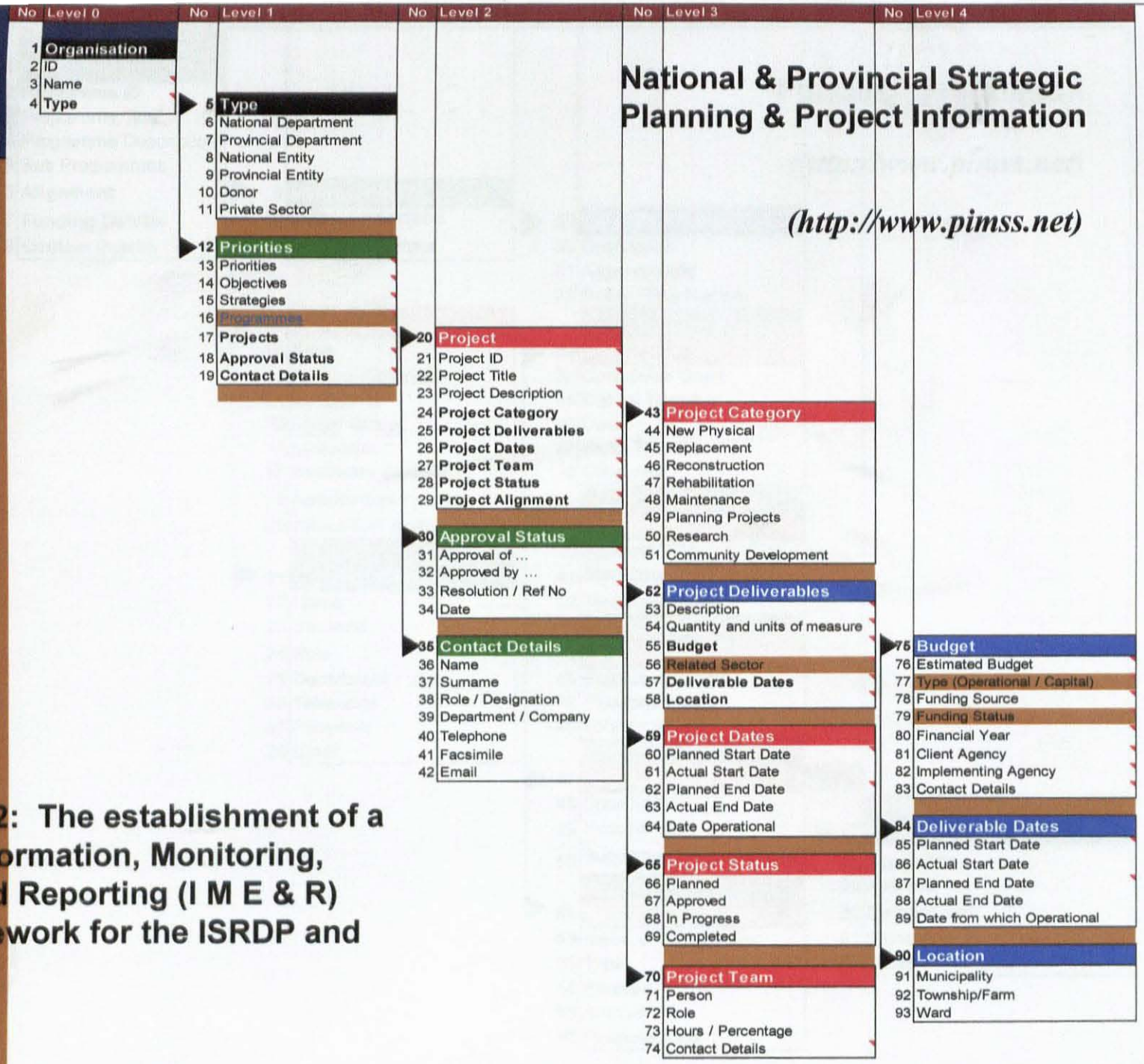
(http://www.pimss.net)



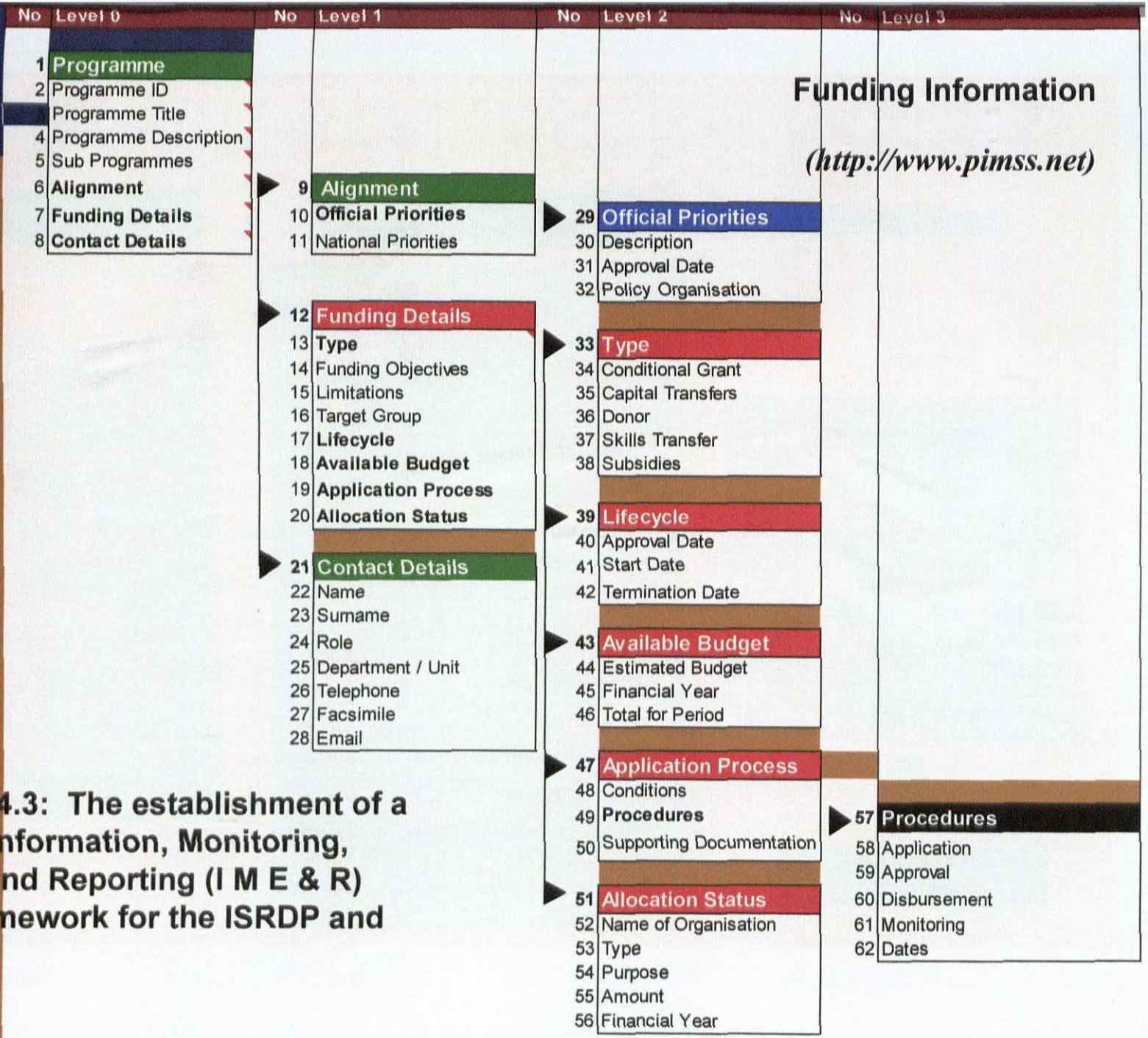
Annexure 7.4.1: The establishment of a web-based Information, Monitoring, Evaluation and Reporting (I M E & R) system / framework for the ISRDP and URP.

National & Provincial Strategic Planning & Project Information

(http://www.pimss.net)



Annexure 7.4.2: The establishment of a web-based Information, Monitoring, Evaluation and Reporting (I M E & R) system / framework for the ISRDP and URP.



Annexure 7.4.3: The establishment of a web-based Information, Monitoring, Evaluation and Reporting (I M E & R) system / framework for the ISRDP and URP.

ANNEXURE 7.5: THE FUNCTIONS REQUIRED FOR A COMMUNITY-BASED, LIVELIHOODS-ORIENTATED APPROACH TO POVERTY ALLEVIATION AND UNDER-DEVELOPMENT IN THE ISRDP AND URP NODES

PROVISION OF MANAGEMENT RESOURCES

- Improved Business Plan
- Periodic Works Plans
- Periodic Budgets
- Measured Results
- Contemporary Database
- Monthly Reports
- Case Studies
- Secondments to PIDT via PTM
- Departmental Membership of IDCC

PROVISION OF OPERATIONAL RESOURCES

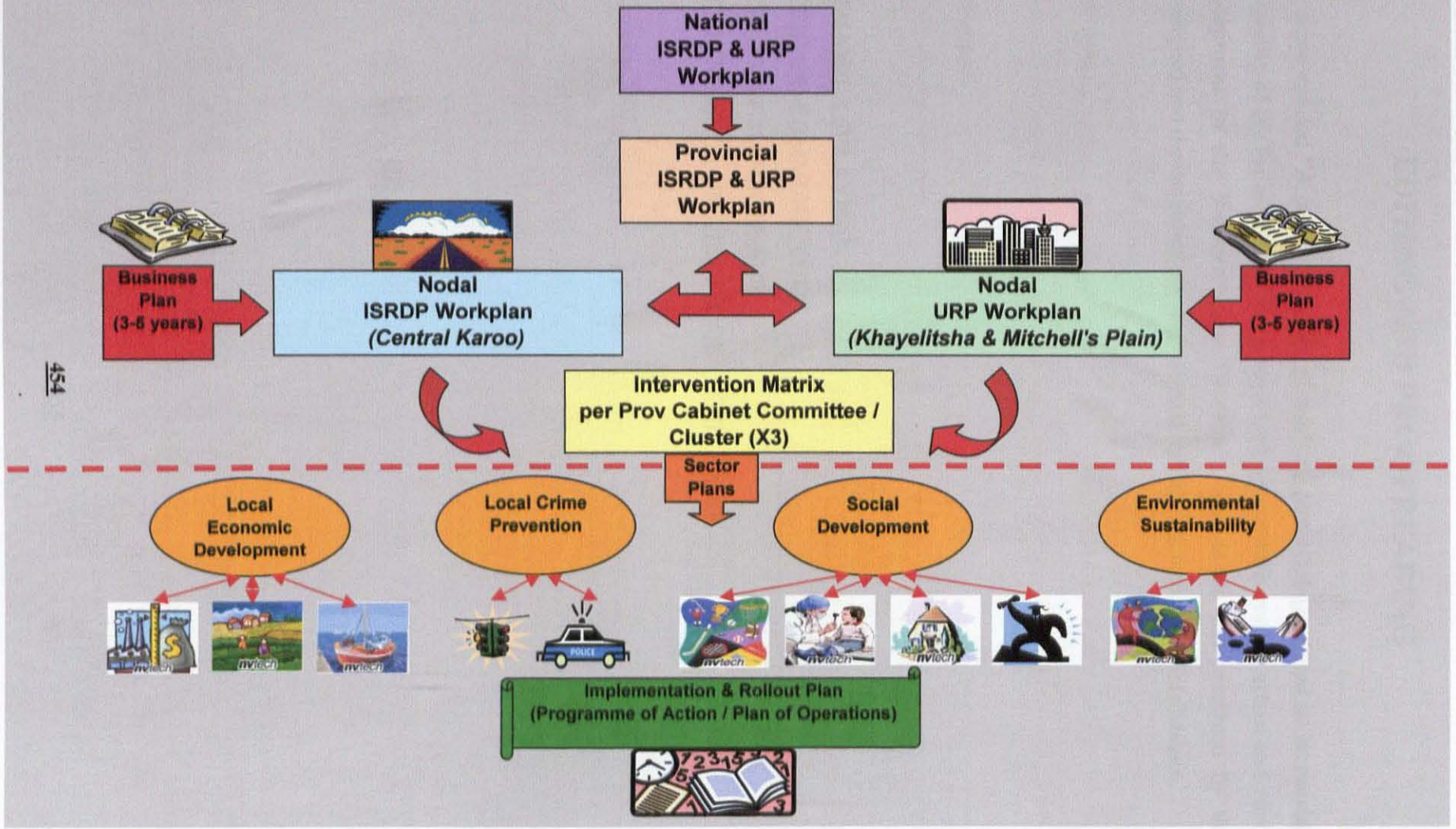
- Drafting & documenting
- Debating / negotiating
- Information & education
- PIDT Programme Management Team
- Integrated Development Co-ordinating Committee
- Effective access to services & resources
- Support & encouragement
- Facilitated institutional arrangements & access to resources
- Nodal support networks
- Sector support networks
- Funding sources & arrangements
- Integrated project design
- Influence & inputs for CDW programme
- Measurement & monitoring

OBJECTIVES

- Principles & Policies: Provincial Local & National
- Provincial & National Government support & input
- Local Government responsibility
- NGO / Civil Society involvement
- Community ownership

Improved & Sustainable Livelihoods

ANNEXURE 7.6: THE PROCESS THAT IS REQUIRED FOR THE CO-ORDINATION OF THE URBAN AND RURAL DEVELOPMENT PROGRAMMES AND THE MANAGEMENT OF OTHER DEVELOPMENTAL INTERVENTIONS IN THE ISRDP AND URP NODES



EDITING AND PROOFREADING

The thesis entitled **"A critical analysis of working partnerships aimed at increasing the quality of life for all population groups with special reference to urban and rural development in the Western Cape Province"**, was edited and proofread by the undersigned and the candidate has been advised to make the recommended changes.

Thank you.

S.Sulayman

Ms SHAMILA SULAYMAN
LECTURER: COMMUNICATION
FACULTY OF MANAGEMENT
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15 January 2007