SALDANHA BAAI BAY

MUNISIPALITEIT | MUNICIPALITY | uMASIPALA

SMART FUTURE THROUGH EXCELLENCE

Western Cape Government

BETTER TOGETHER.

WHOLE OF SOCIETY APPROACH (WoSA) TO SOCIO- ECONOMIC DEVELOPMENT

Safe, socially connected, resilient and empowered citizens and communities with equitable access to services and opportunities.

FRAMEWORK DOCUMENT FOR THE SALDANHA BAY MUNICIPALITY AND THE WESTERN CAPE GOVERNMENT

May 2018

Contents

1. Executive Summary

The Whole of Society Approach (WoSA) embeds and institutionalises a collaborative approach to service delivery which includes local, provincial and national government, state-owned institutions, the private sector and civil society (viz. stakeholders) to address a community's specific needs, thereby creating "public value" in the communities concerned.

A focus on the concept of "public value" allows for engagement with local communities in defining what constitutes "public value" from their perspective. The international, national, provincial and local policy environments increasingly place emphasis on integrated problem identification and collaborative and whole of society solutions to respond to community needs. Broad components of the WoSA model include: shared purpose, a detailed situational analysis and gap analysis, to inform the initiatives to be undertaken geared towards building sustainable and resilient communities. Said detailed situational and gap analysis must be based on a single and contemporary set of data, in order to insure that initiatives and responses are conceptualised from an evidence based point of view. Strategy and policy alignment is also a key element and calls for a "globally connected, locally relevant approach". This can be achieved through the alignment of the Sustainable Development Goals (SDGs), National Development Plan (NDP), Provincial Strategic Plan (PSP) and Integrated Development Plans (IDP), via the lens of the Bill of Rights as contained in the Constitution of South Africa, which focuses on both citizen participation and citizen-centric processes.

The unrecognised and unaddressed social differentiation that reinforces stratification within urban poor communities (the *haves* and *have - nots*), remains one of the major challenges confronting government currently. During the various community participation platforms which are aimed at giving citizens a voice to express their needs and priorities, as part of government planning processes, the citizens raised the following systemic issues;

- Poverty;
- Youth;
- Drug Abuse, Crime and Violence;
- Unemployment and lack of Jobs;
- Inequality; and
- Lack of Government involvement.

Of particular concern is that many of the challenges raised by communities are interrelated and interconnected. Social investment, spending aimed at bridging the poverty and inequality gap, is often viewed as wasteful consumption. However, an opposing view is that a larger current social investment, especially in fundamental programmes, can lead to saving on future social expenditure. This could lead to long-run social wealth and outcomes, for example, an investment in providing quality basic education and addressing all learning problems at an early stage, could eliminate difficulties in the secondary and tertiary education stages.

The unprecedented mixture of public and private industrial activity on the West Coast presents a compelling case for innovative reform of traditional ways of economic and social development.

The Saldanha Bay Industrial Development Zone (IDZ) and the Transnet National Ports Authority(TNPA) Oceans Economy projects, one of the "first-movers" of investment activity, will create demand for skilled labour and competitive suppliers of goods and services in the

upstream oil, gas and marine manufacturing and services industries. Another first-mover, the Transnet Tippler 3 Refurbishment project, will sustain demand for construction and manufacturing industries for some time. Various other private capital led projects, all outlined in the West Coast Industrial Plan, will also create demand for skilled labour and competitive suppliers of goods and services in various economic sectors. Holistically, these investments place a large requirement, and opportunity for the Saldanha Bay communities to transform their economies, improve their neighbourhoods and ready themselves for future sustainability.

This document presents a framework for integrated and innovative social development across the seven towns of the Saldanha Bay Municipality (SBM) in a phased approach. It is prepared specifically for public sector and parastatal role-players namely; the SBM, the Western Cape Government (WCG), the Saldanha Bay IDZ and Transnet with its locally-based operating divisions, civil society and the private sector; with the aim of obtaining agreement on the new way of promoting social development in the region through a "Whole of Society Approach".

The framework begins with a brief synopsis of the contextual socioeconomic challenges present in SBM. It then presents the shared vision and the strategic focus areas of the WoSA, and goes further to propose objectives aimed at addressing the underlying issues in each of the strategic focus area. Due to the agile nature of the WoSA, this document is subject to change as dictated by context.

2. Situational Analysis

A key feature of the WoSA programme is that it will primarily be data driven. This implies that facts and a shared version of the truth will determine what the appropriate government responses are to the societal ill(s) at hand. In order to gain an up to date sense of the socio economic challenges within the Saldanha Bay municipal area, a detailed desktop analysis was done. This desktop analysis is attached as Annexure A: PSG 3 Better Spaces Report: Saldanha Bay Municipality.

The population growth trend in SBM illustrates continuous increase in all towns except the Saldanha non-urban area. It can be inferred that this will be accompanied with an increased need for human settlements; which translates into pressure on bulk infrastructure and social services. The cost of maintaining current infrastructure as well as the cost of new infrastructure and the ability to keep up with changing technology are all costs that may be incurred with a growing demand for services and a shrinking revenue base. Along with a need for services comes the need for economic opportunity.

The high dependency ratio and percentage of zero income earners combined with a high percentage of the population living under the international poverty line are all indicators of a growing poverty in the municipality. Increasing populations statistics also indicate a need for social facilities such as Early Childhood Development Centres (ECD) and older person facilities, due to growth in the related age cohorts. Paternoster, St Helena Bay and Saldanha Bay appear to be the towns most affected in the municipality in terms of a decline in human development indicators.

The youth population bulge (15 – 34 years) in the Municipality indicates that in the future more secondary and tertiary education facilities will be needed. This need is echoed by both the Integrated Development Plan (IDP) and the Greater Saldanha Regional Spatial Implementation Framework (GRSIF). With only 20.1% (2015) of the SBM population being skilled workers, and more than a third of the youth population unemployed, the IDP expresses a need for targeted youth skills and recreational programmes and job creation for the youth.

A direct link can be drawn between the skills levels in the Municipality and the high unemployment rate. With an increasing demand for skilled workers, there is a need for targeted skills training, which align to the demand of the dominant economic sectors in the Municipality, as well as the future skill requirements for the Saldanha Bay IDZ. This will ensure that skilled labour is not outsourced from outside of the Municipality and simultaneously address unemployment.

Communities have expressed a need for land availability for ECDs as well as the necessary support, such as training of teachers. This is further reinforced by the GSRIF's indication that a further 10 ECDs are needed throughout the municipality; four of which are needed in Saldanha Bay which already has the second highest number of ECDs in the Municipality. Linked to this is the fact that the SBM has no pre-primary schools which is a crucial part of the preparatory phases for learners prior to entering the foundation phase at primary school. The Department of Social Development provides support for ECD services and funding. An option to consider, is a Public Private Partnership (PPP) whereby a private organisation will be responsible for establishing and managing the required services in partnership with the Municipality. The goal of all ECD partnerships is to leverage resources and expertise to increase the quality and availability of programs and services to children.

A major concern in the Municipality are the low mathematics and language pass rates across schools. It is important to delve deeper into what the cause for these results may be and provide the necessary support to learners. In the instance of low learner pass rates the underlying issue may be learner teacher ratio, learning disabilities possibly as a result of alcohol and substance abuse, high teacher turnover causing disruption, unsafe schools etc. Even though SBM has one of the highest literacy rates in the West Coast District (WCD), there is also a high dropout rate post grade 10, which then releases a number of unskilled youth into the workforce. The non-compliance of secondary education makes it difficult for the youth to access a skilled, higher paying job opportunities and often leads to communities being trapped in a life of poverty. SBM also has the lowest number of Further Education and Training (FET) colleges in the WCD. It is important that the FET colleges and other higher learning institution adapt their curricula according to the growing demands of the economic industry as well as that of future trends.

Issues of safety and security seem to both affect and be affected by other social issues in SBM. The highest incidence of crimes in SBM appear to be drug related and property related crimes, especially in the Hopefield, Saldanha Bay, Langebaan and Vredenburg areas. The available statistics in this regard, confirms challenges specifically related to substance abuse in these towns. The IDP also indicates a need for substance abuse rehabilitation centres in these towns. Interventions aimed at addressing substance abuse should therefore be accompanied by a strong rehabilitation programme which integrates rehabilitated addicts back into society.

In terms of civic engagement and social cohesion, there is a general sense of apathy and a lack of community engagement; demonstrated in the low levels of participation and willingness to take part in community initiatives[1]. The root of this seems to be found in apathy, feelings of mistrust, experiences, or senses, of past failures and disappointments. Lack of participation in structured and unstructured social groups and gatherings is evident with only 16% of the population being active members of groups overall, 29% involved in both stokvels and religious groups.

The study conducted also highlighted the towns of Vredenburg and St Helena Bay as recording the lowest levels of social cohesion within the SBM area. This lack of social cohesion has created a sense of disenfranchisement amongst certain communities within these two towns. These communities believe that development and opportunities has in the past been skewed along racial and cultural lines.

The key challenges in the Municipality, as identified by communities through a public consultation process and as captured in the Municipality's 4th Generation Integrated Development Plan are;

- Poverty;
- Youth;
- Drug Abuse, Crime and Violence;
- Unemployment and lack of Jobs;
- Inequality; and
- Lack of Government involvement.

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[1] Socio-economic assessment of the communities of the Saldanha Bay Municipality, Mthente (2015)

The above key challenges align to the socio-economic assessment of the cornmunities[2] of the Saldanha Bay Municipality survey conducted in 2015 which revealed the following needs, aspirations and visions for the future:

- The community's (civil, public and private sector stakeholders) visions for the future are affected by desperation, apathy and destitution as they largely do not have the financial, social and educational resources needed to achieve their aspirations;
- The drug problem must be alleviated;
- Basic living standards need to be improved upon;
- Greater access to employment must be made;
- Racial inequality needs to be addressed;
- Greater access to education for children must be made;
- Creating a better future for the youth must be realised;
- Envisaged economic development in the region must be realised;
- Dealing with the reality of corruption, nepotism and mistrust must be undertaken.

In order to make meaningful recommendations for social programmes specifically tailored to address the socio-economic problems in SBM, it is important to understand what the underlying (root) causes are for the current situation. This implies a need for additional data which looks at each situation and further probes into "why?" this situation exists. It should be noted that these social issues are interlinked and one may be an indirect cause of another.

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[2] Socio-economic assessment of the communities of the Saldanha Bay Municipality, Mthente (2015)

3. Shared Vision and Mission

> **Vision**
>
> *Safe, socially connected, resilient and empowered citizens and communities with equitable access to social services and opportunities.*

> **Mission**
>
> *The WoSA vision will be achieved by the alignment of resources, synergised effort and investment, through collaboration and partnership by all spheres of government, the private sector and civil society.*

4. Policy Mandates and Strategic Context

The WoSA framework is guided by the following key global, national, provincial, regional and municipal Strategic Objectives:

4.1. Sustainable Development Goals

The SDGs are bold, universal agreements to end poverty in all its dimensions and craft an equal, just and secure world by 2030[3]. This framework is aligned to and will support Goals 1, 3, 4, 8, 10 11, and 16 of the Global Goals for Sustainable Development. Below are the goals which have been identified.

Table 1: Sustainable Development Goals

Goal 1:	*No Poverty* - End Poverty in all its forms everywhere
Goal 3:	*Good Health and Well-being* - Ensure healthy lives and promote well-being for all at all ages.
Goal 4:	*Quality Education* – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
Goal 8:	*Decent work and Economic Growth* – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Goal 10:	*Reduced Inequalities* – Reduce inequality within and among countries
Goal 11:	*Sustainable Cities and Communities* – Make human settlements inclusive, safe, resilient and sustainable
Goal 16:	*Peace, Justice and Strong Institutions* – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

4.2. National Development Plan

In alignment with the SDGs, the National Development Plan (NDP) aims to eliminate poverty and reduce inequality, accelerate progress, deepen democracy and build a more inclusive society by 2030. Its broad strategic framework that guides key choices and actions relevant for this document is provided in:

Table 2: National Development Plan Chapters

Chapter 3:	*Economy and employment* – Key elements for employment creation and the provision of a stable and enabling macroeconomic platform including the role of the state and institutional capability
Chapter 4:	*Economy infrastructure the foundation of social and economic development* – Access to basic electricity, water and sanitation, and public transport. Information and communications infrastructure
Chapter 8:	*Transforming human settlement and the national space economy* – Recognising differences and inequalities within rural areas, urban inefficiencies while addressing the challenges such as weak capabilities for spatial governance

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[3] Booklet produced by UN India in.one.un.org

Chapter 9:	**Improving education, training and innovation** – Early childhood development, basic education, post-school, national research and innovation system.
Chapter 10:	**Promoting health** – Addressing Current challenges, health goals, indicators and action points towards the 2030 vision.
Chapter 11:	**Social protection** – Developmental social welfare services, addressing the skills deficit in the social welfare sector, household food and nutrition security and creating a future social protection system.
Chapter 12:	**Building safer communities** – Strengthen the criminal justice system, promoting professional policing through systems of civilian oversight, building safety using an integrated approach and encourage programmes of community participation.
Chapter 15:	**Transforming society and uniting the country** – Equal opportunities, inclusion and redress, righting the wrongs of the past, living free from discrimination, promoting social cohesion across society, active citizenry and leadership

4.3.   Integrated Urban Development Framework (IUDF)

Through its vision for urban South Africa, the IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges faced by South African cities and towns. The following four strategic goals were introduced to achieve this vision:

- **Spatial integration:** To forge new spatial forms in settlement, transport, social and economic areas.
- **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices.
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

4.4.   Provincial Strategic Goals

The WCG developed five Provincial Strategic Goals (PSGs) for the 2014 – 2019 five-year strategic period, to give effect to its strategic priority areas as aligned with the NDP, Medium Term Strategic Framework (MTSF) and OneCape2040. WoSA is a product of *PSG 2: Improve education outcomes and opportunities for youth development, PSG 3: Increase wellness, safety and tackle social ills* and PSG 4: Enable a resilient, sustainable, quality and inclusive living environment.

Strategic Objectives of PSG 2: Improve education outcomes and opportunities for youth development are as follows;

- An improvement in the level of language and mathematics in all schools
- An increase in the number and quality of passes in the National Senior Certificate and equivalent qualifications
- An increase in the quality of education provision in our poorer communities.
- More social and economic opportunities for youth; and
- Family support to children and youth, and development programmes

Strategic Objectives of PSG 3: Increase Wellness, safety and tackle social ills are as follows:

- Healthy, inclusive and safe communities, workforce, families, youth and children.

Strategic Objectives of PSG 4: Enable a resilient, sustainable, quality and inclusive living environment;

- Enhanced management and maintenance of the ecological and agricultural resource-base
- Improved climate change response
- Sustainable and integrated urban and rural settlements; and
- Better living conditions for households, especially low income and poor households.

4.5. District Municipality Strategic Objectives

The West Coast District Municipality identified five strategic goals in its IDP, of which the following two align to the strategic intent of the strategic focus areas for the SBM WoSA Programme:

- Pursuing economic growth and facilitation of jobs opportunities.
- Promoting social wellbeing of the community.

4.6. Municipal Strategic Objectives

In the SBM 4th generation IDP, ten strategic objectives were identified to give effect to the Municipality's vision and mission. The following five strategic objectives align to the strategic focus areas of SBM WoSA Programme.

- To diversify the economic base of the municipality through industrialisation, de-regulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors.
- To develop socially integrated, safe and healthy communities.
- To maintain and expand basic infrastructure for economic development and growth.
- To be an innovative municipality through technology, best practices and caring culture.
- To embrace a nurturing culture amongst our team members to gain trust from the community.

5. Overarching Principles

5.1. Human Rights

The United Nations defines Human Rights as the rights inherent to all human beings irrespective of race, sex, nationality, ethnicity, language, religion or other status, without discrimination. International human rights law, obliges governments to promote and protect human rights and basic freedoms of individuals or groups.[4] Human rights entail both rights and obligations, thus while as individuals we are entitled to human rights, we should in turn respect the rights of others[5]. The rights of all South African citizens are enshrined in Chapter 2 of the Constitution of which the following are most relevant to this document:

- Equality
- Human dignity
- Freedom and security of the person
- Environment
- Health care, food, water and social security
- Children
- Education
- Cultural, religious and linguistic communities.

The WoSA project commits to the protection and progressive realisation of the rights as enshrined in the Constitution.

5.2. Citizen Centric Approach

One of the principles of the Asset Based Community Development (ABCD) method is *Citizens at the centre*, which states that citizens should be viewed as active participants in the development of their communities. ABCD is an approach that entails the assessment of a community's strengths and potentials and encourages using available resources, skills and experience towards action and development. Additional principles that guide ABCD related to the citizen centric approach are the following:

1. *Everyone has gifts*: Each person in a community has something to contribute.
2. *Relationships build a community*: People must be connected in order for sustainable community development to take place.
3. *Leaders involve others*: Community development is strongest when it involves a broad base of community action.
4. *People care*: Challenge notions of "apathy" by listening to people's interests.
5. *Listen*: Decisions should come from conversations where people are heard.[6]

Chapter 10 of the Constitution provides the basic values and principles governing public administration and Section 195 (1) (e) in particular, states that "*People's needs must be responded to, and the public must be encouraged to participate in policy-making.*"

Residents are viewed as community assets and should be empowered to realise their abilities to build and transform their communities[7] **The WoSA approach will ensure all citizens are part**

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[4] http://www.un.org/en/sections/issues-depth/human-rights/
[5] http://www.ohchr.org/EN/Issues/Pages/WhatareHumanRights.aspx
[6] https://en.wikipedia.org/wiki/Asset-based_community_development
[7] http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/identify-community-assets/main

of the process identifying which areas require intervention, to what extent and what existing resources and skills can be used. This approach aims to enable and empower communities to participate in finding solutions to problems that affect them directly; thus promoting co ownership of interventions.

5.3. Social Cohesion / Diversity

Diversity in the South African context, refers to the mixture of different races, ethnicities, cultures and languages in the country. South Africa, also known as the "Rainbow Nation", however culturally diverse, displays integration based on the principle of Ubuntu, which signifies mutual, reciprocal recognition of humanity and may provide a basis for social cohesion[8].

Social Cohesion refers to the way in which communities are united by common values, challenges and a sense of hope, trust and reciprocity. It is an ongoing set of social processes which develops and instils a sense of belonging and ownership in a community. In recent years, social cohesion has been viewed as a framework and agenda for examining, promoting and managing the quality and sustainability of communities.[9]

Community dynamics may foster or impede social ills. The absence of social cohesion can lead to the presence of other social problems such as crime and violence, unemployment, poverty and inequality.[10] According to the World Bank social cohesion and integration are crucial for economic development.[11]

Through the WoSA approach, **communities will be encouraged to embrace and celebrate both their commonalities and differences. Creating awareness about diversity will provide an opportunity for unity through sharing our differences and exploring how these complement each other.**

5.4. Equity and Equality

Equity is a rather convoluted notion and has sparked complex theoretical debates among scholars, policy analysts and policy makers. The interchangeable use of "equity" and "equality" in some instances creates further complication in the understanding and application of "equity" as a concept. Distributive justice seems to be the common thread that runs through or the basis upon which "equity" and "equality" must be considered since distributive justice is 'concerned with the distribution of the conditions and goods which affect individual well-being'.

In the South African context, the Constitutional provisions espouse an egalitarian approach such that both natural (strength, stature, intelligence, etc.) and social inequalities are discouraged through the recognition of human dignity and the advancement of human rights and freedom. Therefore, "equality" becomes an inherent human attribute regardless of natural, social or economic status and as such, becomes a fundamental human right. The recognition of this inherent fundamental right constitutes "equality".

Equity, on the other hand, having to do with fairness and justice poses a challenge in the South African context given the history of apartheid. It has been observed that "where there has been a history of discrimination, justice may require providing special encouragement and

8 What holds us together – Social Cohesion in South Africa (Chidester, Dexter and James)
9 Department of Arts and Culture, 2004 – Social Cohesion and Justice in South Africa
10 Promoting Safety and Violence Prevention
11 What holds us together – Social Cohesion in South Africa (Chidester, Dexter and James)

support for those who were disadvantaged in the past. As some scholars observed, "'equity' involves both a quantitative assessment and a subjective moral or ethical judgement that might bypass the letter of the law in the interest of the spirit of the law." To achieve equity, (social) justice may require structured inequalities, at least temporarily." This is sometimes referred to as "fair discrimination", while it remains a challenging exercise, it is the first step toward achieving equity.

The WoSA approach will promote equitable access to basic services, social infrastructure and services and, economic growth opportunities. This may mean that more resources will be allocated to address poverty and inequality whilst still maintaining the balance of resourcing other areas of society.

5.5. Sustainability

The principle of sustainability is defined by the Brundtland Commission as meeting today's needs without compromising the ability of future generations to meet their needs[12]. Brundtland argues that environment and development are inseparable as the development occurs within the environment in which we reside. This definition emphasises intra- and intergenerational justice, which is the basis of the sustainability concept: On the one hand distribution between current generations to meet the essential needs of the poor should be given priority versus the balance between current and future generations, i.e. the duty to conserve the environment and stability of society in favour of the needs of our children and grandchildren.

Sustainability has the following three pillars i.e. environment, society and economy which are not equal, but rather dependent, with each being embedded in the foundation:

6. *A healthy Environment (Biophysical) is the primary and essential foundation, because, without a healthy environment with functioning ecosystems - there can be neither society nor any economic activity. Therefore, taking care of the environment is the first essential priority.*
7. *Society is the second priority – as, without society, there can be no economic activity.*
8. *The third element of Economy comes last – as the economy is entirely dependent on both the environment and society in order to exist.[13]*

The current leading global framework for international cooperation, Agenda 2030 and its SDGs is the basis for sustainable development. The Constitution gives everyone the right to have the environment protected through reasonable legislative and other measures that secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development for present and future generations.

WoSA is committed to the principle of inclusivity and sustainability by meeting the immediate needs of communities whilst placing limitations in order to be able to provide for future generations.

5.6. Evidence Based Decision Making

Using an evidence based approach will avoid or minimise service delivery failures and inefficiencies caused by a mismatch between government interventions and actual, on-the-ground conditions through the provision of greater amounts of relevant information.

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[12] https://en.wikipedia.org/wiki/Brundtland_Commission
[13] http://www.enviropaedia.com/topic/default.php?topic_id=225

Evidence-based planning and development can assist government to make more informed decisions and thereby achieve better economic and social outcomes. Investigating the various options and trade-offs through the consideration of the needs of communities and analysis of available information will enable evidence-based decisions.

In addition, using an evidence based planning and development approach, will ensure that contemporary data is continuously fed back into the planning processes of the WoSA Programme in order to ensure that important decisions are made in an efficient and effective manner. Lastly, an evidence based planning and development approach allows for clear and current monitoring and evaluation of the programme.

The approach of the WoSA Programme is to look beyond departmental mandates and to move towards data driven or evidence based decision making to inform planning, interventions and partnerships.

5.7. Partnering and Collaboration

In fulfilling their mandates, WCG departments have to grapple with large, complex and seemingly perennial societal issues such as poverty, crime and human development. The WCG has long since realised that in order to comprehensively address these societal issues, departments need to work together with each other as well as communities and civil society at large. *"At the core of PSP 2009-2014 was the understanding that no government can, by itself, guarantee a better life. Progress can only be realised through partnerships between government, citizens, civil society and business. Each has a role and specific responsibilities. That is why the WCG adopted the slogan "Better Together" to capture and convey its message to the people of the Western Cape."* [14]

The PSP 2009-2014 has sought to inculcate a culture of partnering and collaboration between sector departments by identifying 5 Strategic Goals, under which all the mandates of the WCG's 13 sector departments were clustered. Furthermore, through programmes and initiatives such as the "Game changers", RSEP/VPUU and the "Joint Planning Initiatives" the WCG has sought to operationalise and encourage departments to partner and collaborate in a meaningful and sustainable manner. **The WoSA aims to enhance the culture of partnering and collaboration within the WCG by reflecting on the lessons learned thus far and identifying, augmenting and replicating the successful partnering and collaboration processes already in place.**

5.8. Innovation

"Innovation in government is about finding new ways to impact the lives of citizens, and new approaches to activating them as partners to shape the future together. It involves overcoming old structures and modes of thinking and embracing new technologies and ideas." [15]

The WoSA aims to create an enabling environment, which will allow WCG Departments to explore and co-create meaningful, sustainable and replicable approaches to governance. A key determinant in creating such an enabling environment is to ensure that leaders and management empowers and enables their teams to experiment with different approaches to service delivery. In doing so a level of trust is built within and between teams, departments and stakeholders that allows everyone to be comfortable in giving and receiving feedback, centred around the overall project purpose.

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[14] Western Cape Provincial Strategic Plan (2014-2019)
[15] http://www.oecd.org/innovation/innovative-government/innovation2018.htm

6. Preliminary Design Principles

Towards implementation and replication of the WoSA, a set of context specific appropriate guidelines and design considerations should be taken into consideration. These WoSA design principles are constantly evolving and deepening as they reflect the early learnings emanating from the various WoSA sites:

a. The importance of **leadership from the top** and **distributed leadership** – the specific WoSA leadership roles of the **HODs of WCG Departments** and **Municipal Managers**, and **mandating and enabling officials** in their respective organizations to drive WoSA.

b. The importance of **sharing mandates** – the need to reflect on the **inter-dependence** and **shared ownership of mandates**, the **joint problem-solving approach** across mandated responsibilities and the place of **good implementation protocols.**

c. The importance of **action learning (single** and **double loop learning), reflection** and **knowledge sharing** – the need to reflect on the **institutionalization** of **reflection and learning** across the **learning sites**, across **WCG Departments**, between **HODs** and **within PTM**, being mindful of **power dynamics in relationships.**

d. The importance of **dedicated technical expertise** – the need to reflect on the value add of **specific technical capability** required (e.g. social facilitation, systems thinking, relationship building, etc.), especially in **support of the local area teams** and the **designated HODs and MMs.**

e. The importance of a **culture shift** towards **co-creation** and **collaborative ownership** – the need to reflect on high levels of **buy-in** and the **positivity** created through the culture of **mutual respect, trust, co-creation** and **collaborative ownership.**

f. The importance of **evidence-based decision-making** – the need to reflect on the importance of **appropriate data** for **informed decision-making**, and the importance to select the **appropriate indicators** to measure **progress and impact.**

g. The importance of **scalability** and **sustainability** – the need to reflect on the importance of being able to **replicate the capability** to **introduce and sustain the WoSA** across **all municipal areas** in the Western Cape, leveraging of **existing networks and mechanisms.**

h. The importance of **context-specific community entry** focused on an **asset approach** – the need to reflect on the importance of choosing the **appropriate context-specific community entry strategies**, informed by accurate **stake-holder network analyses** and the choice of **appropriate engagement methodologies.**

i. Principles of **human rights, fairness, social inclusion** and **citizen-centredness** – the need to reflect on the **foundational principles and values** enshrined in the **Constitution** and **adopted by WCG**, which should **guide our collective actions.**

j. The importance of the **alignment of planning and resource utilization** informed by an **outcomes based approach** – the need to reflect on **joint planning** and **aligned resource utilization decision-making** across all spheres of government and all sectors within each geographic area.

7. Strategic Focus Areas

Four strategic focus areas were identified, as illustrated in the figure below, and interrogated in order to come up with sought outcomes and targeted areas of intervention for each focus area, aimed at addressing the current challenges.
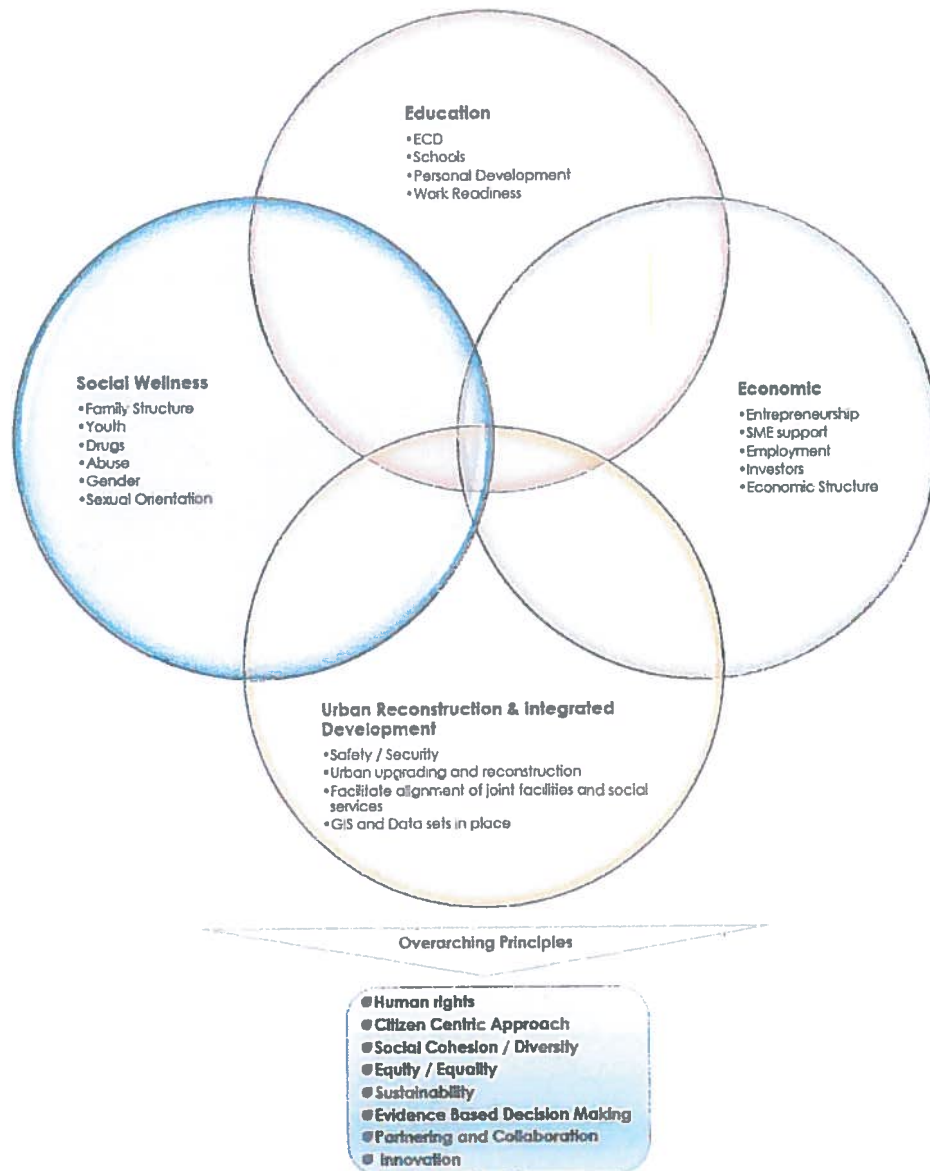
The above strategic focus areas indicate an alignment with the Game Changers as identified in the PSP. Game Changers are priority projects that have been selected across the PSGs as potential catalysts for improvement in the lives of citizens. The Game Changers are as follows:

- **Broadband and e-learning:** To enable young people to ready for the 21ˢᵗ century world of work, IT must be an integral part of learning.
- **After school facilities:** This builds on the existing MOD centre programme to improve the quality and expand the offering to learners to include homework support, IT access. To achieve this goal, the schools and the municipalities must become involved.
- **Alcohol harms reduction:** One component will address areas with very high alcohol abuse and violence and the second component addresses road safety through Random Breath Testing.
- **The Economy: "People and Power":** This encompasses the skills and energy game changers which both have a role in enabling Project Khulisa, an economic strategy aimed at accelerating growth and jobs in 3 priority sectors, viz. tourism, agri-processing and oil & gas services.
- **Better Living - addressing the apartheid legacy:** [16]

7.1. Carol and Lindi's Story

Lindi was born at the Vredenburg Hospital. Soon after her birth, Lindi's mother, Carol, a high school dropout and unskilled labourer who was struggling to find gainful employment, lost contact with her father, an unemployed drug addict, who had been jailed for petty crime. Carol was thus dependant on a social grant to raise her daughter and forced to rely on the help of her retired and very old parents whose sole income was their pension grants, but could provide a safe and caring home.

As soon as Carol was able to, she enrolled Lindi at the local registered ECD centre, which has nutritional and educational programmes funded by Provincial Government. Lindi happily plays and learns while Carol attends the recently opened FET College in attempt to gain a skill that will increase her chances for employment. Over the course of time Lindi grows up to be a happy, healthy and inquisitive child who is ready for the foundation phase of her education.

Lindi eventually starts her formal schooling at a local primary school, barely 10 minutes walking distance away from her home. On most week days, Lindi and Carol wake up well rested and refreshed at 6:30 am and get ready. Lindi leaves the house at 07.15 am and together with her friends and parents, form a walking bus which ensures that all learners reach the school safely by 07:30am. Lindi enjoys her schooling immensely and demonstrates, like many of her fellow students since the implementation of a Provincial wide focused foundation school phase curriculum, an aptitude for math and languages.

Meanwhile, Carol, who now works in a local aquaculture factory, established as one of the Transport National Ports Authority Ocean Economy projects, cycles to work on one of the many, safe, interconnected sidewalks. While cycling, she takes the time to reflect on the 6 years since she gave birth to Lindi. Unbeknownst, to small Lindi, shortly after her birth, Carol had suffered from post-natal depression, which briefly led to a pain killer addiction. Luckily, through help received from nurses at her local clinic, her local social worker as well as the Vredenburg Local Drug Action Committee, Carol was able to receive the treatment she so desperately needed. After a full work day, Carol picks Lindi up at 4pm at the neighbourhood aftercare play group. On their way home, Lindi excitedly reminds her mother that in a few years, she will be old enough to join the MOD Centre at her school and participate in the various sport, arts and cultural activities being offered.

The next day, is a Saturday, and thus Carol and Lindi decide to spend the day having a picnic at their local park, but only after (as Carol reminds Lindi) they have completed a list of errands which includes paying municipal accounts and doing some research for one of Lindi's school projects. Fortunately, all these errands can be completed at the nearby Vredenburg government precinct, which offers a range of services including a library with high speed internet.

On their way to the park, Carol and Lindi stop by a few of the many small mobile businesses that have sprung up along the newly built pathway to the park. While relaxing under shade of large trees and watching Lindi play with other kids, Carol engages with Lindi's father, a now reformed addict working on maintenance in the park as part of programme that rehabilitates and reintegrates ex-prisoners back into society. Carol reflects on how dangerous and dirty this park used to be and how in the short space of 6 years, her life and those of her fellow Vredenburg residents has improved immensely.

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[16] Western Cape Provincial Strategic Plan (2014-2019)

The story in the above box serves two purposes. Firstly, it provides a reflection of the ideal state for residents in the SBM. This ideal state encapsulates the vision of the WoSA Programme where citizens such as Carol and Lindi are provided with the tools, opportunities and services to feel safe and socially connected, which in turn allows them to become resilient and empowered citizens within their community.

Secondly, it serves to illustrate the profound importance of recognising and addressing the interconnectedness between the four strategic focus areas. In other words, it brings home the fact that in order to holistically achieve the vision of WoSA, the four strategic focus areas identified, must be pursued concurrently and in relation to one another. For instance, without the availability, of a registered and safe local ECD centre, one can easily imagine a situation which necessitates Carol, to stay at home and look after Lindi instead of attending her local FET College. This means that Carol is unable to gain the skills necessary to participate in an increasingly semi to highly skilled based economy. Furthermore, the fact that Lindi does not have access to crucial nutrition and educational programmes, jeopardises her readiness for the foundation educational phase.

7.2. WoSA Indicator Framework

To ascertain whether or not the WoSA is meaningfully contributing towards the increased realisation of Carol and Lindi's story, the monitoring and evaluation of the approach needs to both multi-dimensional and rooted within context. Thus the indicator framework seeks to monitor and evaluate the WoSA on the following three levels:

- Output level

Although the story of Carol and Lindi serves to illustrate the interconnectedness of the work of various sector departments; the vision of a better future for a Carol and Lindi will not come to fruition if government departments do not continue to deliver on their various mandates at a high standard. Thus, the WoSA Indicator Framework has to monitor and evaluate indicators that relate directly to work done by the various sector departments in fulfilling their mandates. For instance, the Department of Social Development (DSD) working to "Increase the number of registered ECDs with nutritional programs" within a given geographic or service delivery area. These types of indicators are known as output indicators and are the first level, direct and immediate term results associated with a given project. Output indicators are completely within the sphere of control of individual sector departments and can usually and to a large extend be achieved without the input and collaboration of stakeholders. Output level indicators can also be monitored on a yearly basis depending on the relevant project horizon.

- Outcome Level

Outcome indicators seek to measure the effectiveness and level of performance achieved through rendering of a services or an activity by a given department. For instance, an outcome level indicator related to the DSD's output indicator as referenced in the above paragraph would seek to ascertain if and how the delivery of an "increased number of registered ECD's with nutritional programs" has substantively improved early childhood development within a given geographical or service delivery area. Thus an example of outcome indicators linked to the referenced above could perhaps be "Improved identification and management of malnourished children".

Achieving outcome indicators can often not be achieved by one department or stakeholder in isolation, but instead requires various stakeholders with varied mandates to work in synergy. For the purposes of WoSA, Outcome indicators will be co-created, monitored and reported on by the technical team after an extended period of time.

- Collaboration level

The WoSA seeks to, within the context of the Western Cape governance, measure the effectiveness of partnership and collaboration in deepening service delivery towards increasingly realising a hopeful future as sketched in the story of Carol and Lindi. The Economic Development Partnership (EDP) will craft indicators that will try to measure the extent to which increased partnering can address service delivery in a more meaningful and effective manner. For the purposes of WoSA, collaboration indicators developed will be monitored and reported on by the EDP.

7.3. Education

All studies indicate that children in the West Coast are not reading, writing and calculating at the level required to be able to take advantage of further education and employment opportunities. These fundamental skills determine the future prospects and life chances of all children.

In addition, there is great disparity in the quality of education offered to West Coast learners which is being compounded by widespread socio-economic problems relating to poverty, inequality, racism, violence in the home and community. These problems need to be progressively addressed in our schools and through WoSA if Saldanha Bay is to ready its next generation for the vision of the future of Saldanha Bay.

The WCG is committed to creating opportunities for children to remain in quality schools for as long as possible and opportunities for the youth to realise their full potential. This will be achieved through the following strategic objectives:

Table 3: Policy Alignment and objectives for SFA: Education

Strategic Focus Area - Education	
SDG Linkage Goal 4	Quality Education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
NDP Linkage Chapter 9	Improving education, training and innovation – Early childhood development, basic education, post-school, national, research and innovation system.
PSG Linkage PSG 2	Improve education outcomes and opportunities for youth development.
IDP Linkage	- To diversify the economic base of the municipality through industrialization, de-regulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors. - To develop socially integrated, safe and healthy communities.

Strategic Focus Area - Education	
Objectives	i. Provide high quality Early Childhood Development (ECD) to ensure school readiness from conceptual phase.
	ii. Improve literacy and mathematics levels in Grades R,3,6 & 9.
	iii. Increase the number of recreational opportunities offered to learners.
	iv. Increase the number of opportunities for life and leadership development for youth aged between 15 years and 19 years' old.
	v. Increase the number Skills Programme and Work Readiness Programmes for Out of School Youth.

This will be actioned through both existing and planned interventions, support programmes and projects as reflected in the attached Project list. See Annexure B. The SBM WoSA technical team, in collaboration with the Saldanha Bay municipality has created a data inventory document which also contains a suite of available output indicators. See Annexure C.

In order to create outcome indicators, which will be used to reflect on the changes that occurred in the lives of the communities of SBM, SFA teams will consider the various output indicators as contained in the SBM WoSA Data Inventory.

7.4. Social Wellness

Wellness is much more than just an absence of disease. It is about having a healthy body and mind, living in a healthy and safe society, and having access to resources and opportunities to be a productive citizen. Wellness incorporates security and social inclusion in a society where institutions function optimally.

The need for realisation of the following objectives have been identified in order achieve the overall outcome of socially integrated, safe and healthy communities.

Table 4: Policy Alignment and objectives for SFA: Social Wellness

Strategic Focus Area - Social Wellness	
SDG Linkage Goal 3	Good Health and Well-being - Ensure healthy lives and promote well-being for all at all ages.
NDP Linkage Chapter 10	Promoting health – Addressing Current challenges, health goals, indicators and action points towards the 2030 vision.
PSG Linkage PSG 3	Increase wellness, safety and tackle social ills
IDP Linkage	To develop socially integrated, safe and healthy communities.
Objectives	i. Implement programmes geared towards strengthening families
	ii. Implement Substance Abuse Programmes
	iii. Implement Youth Development Programmes
	iv. Implement the 1st 1000 days Programme
	v. Implement an NGO Capacity Building Programme

This will be actioned through both existing and planned interventions, support programmes and projects as reflected in the attached Project list. See Annexure B. The SBM WoSA technical team, in collaboration with the Saldanha Bay municipality has created a data inventory document which also contains a suite of available output indicators. See Annexure C.

In order to create outcome indicators, which will be used to reflect on the changes that occurred in the lives of the communities of SBM, SFA teams will consider the various output indicators as contained in the SBM WoSA Data Inventory.

7.5. Economic

The WCG's role is to create a conducive environment for businesses so that they may grow the economy and create jobs. We believe that the achievement of this programme of action, which will be delivered across the economic departments of the Western Cape Government in conjunction with the private sector, will lead to improved global competitiveness, investment, and ultimately, growth in employment.

The need for realisation of the following objectives have been identified in order to address economic challenges and achieve the overall outcome of a growing economy and traditional economic sectors.

Table 5: Policy Alignment and objectives for SFA: Economic Growth

Strategic Focus Area - Economic Growth	
SDG Linkage Goal 8	Decent work and Economic Growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
NDP Linkage Chapter 3	Economy and employment – Key elements for employment creation and the provision of a stable and enabling macroeconomic platform including the role of the state and institutional capability.
PSG Linkage PSG 1	Create Opportunities for Growth and Jobs
IDP Linkage	• To diversify the economic base of the municipality through industrialisation, de-regulation, investment facilitation, tourism development whilst at the same time nurturing traditional economic sectors.
Objective	i. Build an appropriately skilled workforce ii. Support and strengthen SMME's iii. Job Creation

This will be actioned through both existing and planned interventions, support programmes and projects as reflected in the attached Project list. See Annexure B. The SBM WoSA technical team, in collaboration with the Saldanha Bay municipality has created a data inventory document which also contains a suite of available output indicators. See Annexure C.

In order to create outcome indicators, which will be used to reflect on the changes that occurred in the lives of the communities of SBM, SFA teams will consider the various output indicators as contained in the SBM WoSA Data Inventory.

7.6. Urban Reconstruction and Integrated Development

The Saldanha Bay Municipality faces lingering spatial inequalities that persist as a legacy of apartheid planning and development, as well as the rate of urbanisation and migration into the Municipality over the past few years. Other challenges include lack of jobs and skills, education and poverty, inequality and social unrest. These in turn create a range of socio-economic and socio-ecological challenges – including the vast distances that many citizens must travel to access work, social and community facilities and learning opportunities as well as the on-going degradation of the natural environment. Therefore, the municipal Spatial Development Framework is a critical lever in the context of developmental planning.

The UN Habitat Global Report on Human Settlements states that *"crime and safety are top priorities in residential neighbourhood, especially for the urban poor."* The NDP recognises that safety and security are directly linked to socio-economic development and equality. In the South African context, safety issues are contingent on spatial distribution, with townships and informal settlements being most affected. In the New Urban Agenda, space and its transformation is seen as a key determinant for inclusive, liveable cities free from violence. [17]

The need for realisation of the following objectives have been identified in order to address spatial challenges and achieve the overall outcome to expand infrastructure and develop socially integrated, safe and healthy communities.

Increasing Safety within the context of provincial and local government is guided by the framework for policing as set out in chapter 11 of the Constitution of the Republic of South Africa and in particular the fact that these spheres of government have no control over the day-to-day operations of the South African Police Services (SAPS) and that this function, as well as the other criminal justice functions, resorts under the control of National government.

Provinces do however have extensive powers within the Constitutional framework to contribute to the safety of communities by fulfilling a number of functions which includes the following:

- Determining the policing needs and priorities of communities in that province;
- Monitoring police conduct;
- Overseeing the efficiency and effectiveness of police;
- Dealing with complaints against poor service delivery by the police;
- Promoting good relationships between the community and the police; and
- As owners or landlords of public buildings and spaces ensure safety at those buildings or spaces.

Since 2010, the Western Cape Government has developed its strategies aimed at increasing safety by giving effect to the Constitutional framework and in particular through its Western Cape Community Safety Act 3 of 2013.

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[17] Promoting Safety and Violence Prevention through Informal Settlement Upgrading: (2017)

In addition, the department is tasked, by the Provincial Executive, with championing the Transversal Safety and Security Strategy as adopted by Cabinet[18] on 19 June 2013. This strategy seeks to make the WCG increasingly more resilient in the face of the growing number of security challenges that are confronting provincial departments in the execution of their respective mandates.

Key to building such resilience is the need for government facilities to be perceived to be safe and effective spaces and to achieve this in an integrated manner. The approach of the department to ensure the integration of services is guided by the whole-of-society concept as is defined within the broader strategy to increase safety to all. At some risk of oversimplification, the whole-of-society concept translates into "building safety not for the community but rather with the community". The focus is on ensuring that government departments are responsive to the safety needs of communities, that efficiency is enhanced through integration of security services, that viable partnerships are established to facilitate such an integrated response for safety and that communities are included in structures created to work for safety within that particular community.

As the WoSA aims to improve partnering and collaboration, the Saldanha Bay Safety Forum is an ideal structure to meet and respond to identified safety issues in the jurisdiction of the Saldanha Bay Municipal area. The purpose of the safety forum will be to provide strategic direction ensuring that the safety and security strategy remains relevant and is continuously developed to keep up with the changing internal and external environments. The Saldanha Bay Safety Plan was developed and adopted by Municipal Council in March 2018.

The Municipality is seen as the primary agent to drive the coordination of safety and security issues in the area with the Department of Community Safety supporting and guiding the implementation of this Safety Plan. This strategy is designed to take service delivery to the lowest level of government closest to the needs of the community. A Technical Committee representing the Municipality, SAPS and Department of Community Safety was established to guide the implementation of the plan.

Table 6: Policy Alignment and objectives for SFA: Urban Reconstruction and Integrated Development

Strategic Focus Area - Urban Reconstruction and Integrated Development	
SDG Linkage Goal 11	Sustainable Cities and Communities – Make human settlements inclusive, safe, resilient and sustainable.
NDP Linkage Chapter 8	Transforming human settlement and the national space economy – Recognising differences and inequalities within rural areas, urban inefficiencies while addressing the challenges such as weak capabilities for spatial governance.
Chapter 12	Building safer communities – Strengthen the criminal justice system, promoting professional policing through systems of civilian oversight, building safety using an integrated approach and encourage programmes of community participation.
PSG Linkage • PSG 3	• Increase Wellness, safety and tackle social ills

• PSG 4	•	Enable a resilient, sustainable, quality and inclusive living environment
IDP Linkage	•	*To develop socially integrated, safe and healthy communities.*
Objectives	I.	Improve Road Safety
	II.	Increase community safety initiatives
	III.	Improve Urban Reconstruction and Upgrading
	IV.	Improve alignment of joint facilities and social services
	V.	Align spatial, reconstruction, infrastructure and facilities planning and co-ordinate (link) to a budget alignment strategy

This will be actioned through both existing and planned interventions, support programmes and projects as reflected in the attached Project list. See Annexure B. The SBM WoSA technical team, in collaboration with the Saldanha Bay municipality has created a data inventory document which also contains a suite of available output indicators. See Annexure C.

In order to create outcome indicators, which will be used to reflect on the changes that occurred in the lives of the communities of SBM, SFA teams will consider the various output indicators as contained in the SBM WoSA Data Inventory.

8. Governance and Operational Framework for Saldanha Bay

8.1. Lead Provincial (PSG 3) and SBM Departments

The following Provincial departments and SBM will be part of the team:

- Department of Health (DoH)
- Department of Community Safety (DoCS)
- Department of Cultural Affairs and Sport (DCaS)
- Department of Social Development (DSD)
- Department of Education (WCED)
- Department of Environmental Affairs and Development Planning (DEA&DP)
- Department of Local Government (IDP and CDW's)
- Department of Transport and Public Works (DT&PW)
- SBM – Office of the Municipal Manager
- SBM - Directorate of Economic Development and Strategic Services.
- SBM – Infrastructure and Planning Services
- SBM – Corporate and Public Safety Services
- SBM - IDP, PMS, IGR & Community Development

8.2. WoSA Governance structures

The governance framework as illustrated in the figure below (page 28) seeks to provide an organised and fluid frame of reference, within which stakeholders can pursue a whole of society approach to service delivery. Where stakeholders have already established functional intergovernmental (IGR) structures with similar objectives to the structures as reflected in the governance framework below, it is advised that these structures are maintained and /or adjusted for the purposes of the SBM WoSA.

The governance framework illustrated is not hierarchical in the traditional sense, but rather functional in order to shift the focus from compliance to good governance underpinned by

the principles of accountability, collaboration, integration and partnership. In addition, appropriate governance arrangements will be co-created and co-owned by the partners.

The structures, as illustrated in the diagram below are:

I.   The Political Steering Committee

At a political level a committee comprising of the Mayor of SBM and the Ministers of all the lead departments as listed above, will be established. As and when required, the Political Steering Committee will provide political guidance to the WoSA. Information and updates will filter through the SBM / WCG HOD Steering Committee to the Political Steering Committee.

II.   The Executive Steering Committee

At an executive level, The HoDs of the lead departments and Municipal Manager of SBM will form the WCG Executive Steering Committee for this project. The Executive Steering Committee will provide policy and strategic direction & oversight to the SBM WoSA. The SBM WoSA Coordinating Committee, will report to the WCG Executive Steering Committee.

III.   The SBM WoSA Coordinating Committee (SWCC)

At a coordination level the SWCC, comprising of the representatives of the lead departments and the Municipal Manager of SBM will be established. A core part of this committee's responsibility will be to ensure the monitoring and evaluation of the programme. It will be important to capture the key lessons of this process going forward and develop a clear monitoring and evaluation plan that includes both a design and impact evaluation. Mr A du Plessis, *Senior Manager: IDP, PMS, IGR and Community Development* of SBM, will act as the project leader of this SBM-WoSA project and may from time to time fulfil the roles and responsibilities of the Municipal Manager of SBM at this governance level.

IV.   Strategic Focus Area (SFA) Workgroups

On the programme level, it is proposed that a fluid approach is followed, in order to allow for contextual structural mechanisms that encourage and underpin partnering and collaboration. Thus at this level each SFA leader, in consultation with the relevant SFA Members, will decide whether or not, taking into account the suitability of existing functional IGR structures, a SFA Workgroup should be established. The SFA Leader should also, given the nature of the work being done, identify the relevant role players that should form part of the structure either amended or created for the purposes of the SBM WoSA. The SFA Workgroups will develop programme implementation plans and report on the implementation of said plans to the SWCC.

V.   Sub workgroups (Project Teams)

Similarly, to SFA Workgroups, it is proposed that the relevant SFA leaders and members are allowed to establish project teams as needed and that where relevant existing structures of a similar nature be used for the planning and implementation related purposes of SBM WoSA projects.

During the first year of implementation of the WoSA Programme, the WoSA Governance structures may meet more frequently than stipulated if so required. A detailed terms of reference (ToR) has been developed for the Executive Steering Committee, the SBM WoSA Coordinating Committee and the SFA Workgroups. See attached Annexure D.

Subject to their adoption, the ToRs for the Executive Steering Committee and SBM WoSA Coordinating Committee, will serve as the definitive guides to the purpose and arrangements of these structures. The ToR for the SFA Workgroups were developed to serve as a resource to SFA members where such equivalent structures are not functional. Due to the ad-hoc nature of the Political Steering Committee and Sub Workgroups (Project teams), it is advised that relevant members of those structures dictate the functionality and arrangements of these structures.

In order to provide stakeholders with a sense of the various roles they may fulfil and responsibilities they may inherit in the process of following a "Whole of Society Approach" a generic set of Roles and Responsibilities was crafted through a process of prolonged consultation with the various stakeholders. See attached Annexure E.

The Governance Framework is illustrated in the diagram below and table overleaf.

LEVEL	COMMITTEE	FREQUENCY
Political	Political Steering Committee	As Required
Executive	Executive Steering Committee	Quarterly
Coordination	SBM WoSA Coordinating Committee (SWCC)	Every 2nd Month
Programme	Strategic Focus Area Workgroups	As Required
Project	Sub Workgroups - Project Teams	As Required

Committee	Chairperson(s)	Members	Frequency	Convenor	Purpose
Political Steering Committee	• **Mr M Koen** (Mayor SBM) • **Prof N Mbombo** (MEC: DoH)	• SBM Mayor • Ministers of lead departments	As Required	Chairperson (S)	Political guidance
Executive Steering Committee	• **Dr. P Voges** (MM: SBM) • **Dr B Engelbrecht** (HoD: DoH) • **Mr. P van Zyl** (HoD: DEA&DP)	• HOD Health • Municipal Manager • Businesses • SBM • WCG	Quarterly	Chairperson (S)	Policy and Strategic Direction & Oversight
SBM WoSA Coordinating Committee (SWCC)	• **Mr A Du Plessis** (SBM) • **Dr K Cloete** (DoH) • **Ms D Manuel** (DT&PW)	• Municipality • WCG • National Government • Parastatals • Private Sector	Every Second month	Chairperson (S)	Formulation of Strategy and high levelled implementation plans
Focus Strategic Focus Area Workgroups	Education	• **Ms N Gaika** (WCED) • **Ms A Truter** (WCED)	• Municipality • WCG • National Government • Parastatals • Private Sector • Civil Society	Monthly	Chairperson (Lead Department)	Development of detailed programme implementation plan
	Social Wellness	• **Dr. L Rossouw** (DoSD) • **Ms. E Pegram** (DoH)				
	Economic Development	• **Mr H Jonker** (DEDaT)				

Committee	Chairperson(s)	Members	Frequency	Convenor	Purpose
Urban Reconstruction & Integrated Development	• Ms K Beukes (IDZ) • Mr F Wust (DEA&DP) • Mr J D Kruger (DEA&DP) • Mr M Meiring (SBM)				
Sub Workgroups- Project teams	• Lead Department	• Municipality • WCG • National Government • Parastatals • Private Sector • Civil Society	Monthly	Chairperson (Lead Department)	Development of detailed project implementation plan

8.3. Implementation Agreement (IA)

It is envisaged that an IA for the period 1 July 2018 until 31 March 2022 is signed between the lead departments and SBM to formalise this joint WoSA social / economic project in SBM.

9. Priority Geographical Areas

Six wards have been identified as priority geographical areas in which the aforementioned interventions and projects will initially be focused. The identified wards are 1, 2, 3, 4, 9 and 12 which are mainly located in the Saldanha Bay, Vredenburg and St. Helena areas. Analysis of available data indicates the following:

- The largest concentration of poor and vulnerable communities within SBM reside in these areas.
- The aforementioned three towns identified have the highest housing need backlog in SBM [19]
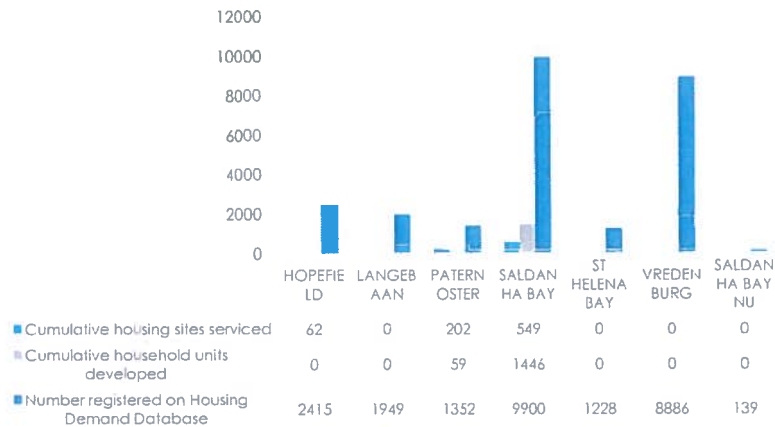- The three towns have the highest incidence of crime in the Municipality.

Figure 1: Population Trends - Saldanha Bay Municipality (1996 - 2016)
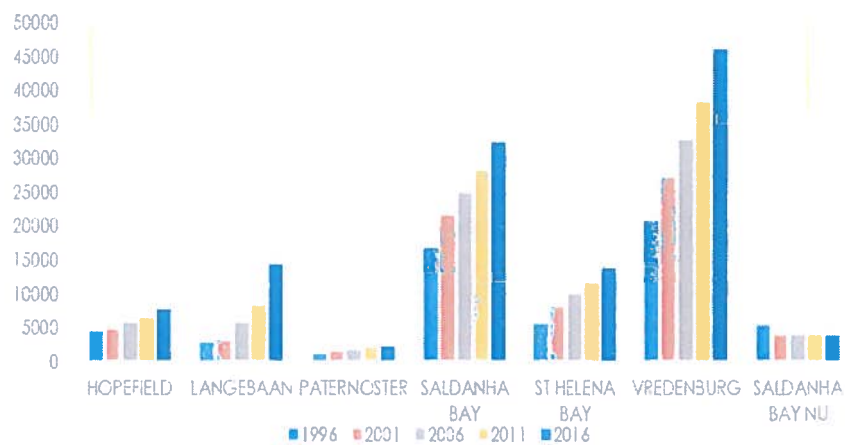
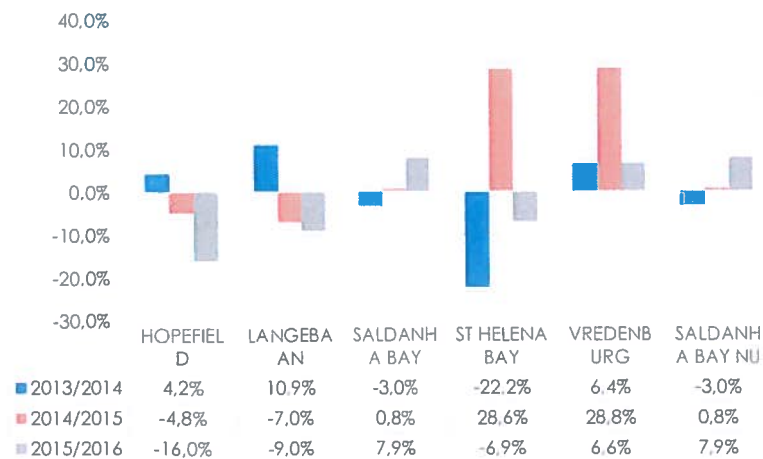**The 2006 and 2016 population figures are based on projections*

Source: Department of the Premier

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[19] Saldanha Bay Municipality HSP draft 5, July 2015

Figure 2: Human Settlements - Demand vs. Supply (2015 - 2016)

	HOPEFIE LD	LANGEB AAN	PATERN OSTER	SALDAN HA BAY	ST HELENA BAY	VREDEN BURG	SALDAN HA BAY NU
■ Cumulative housing sites serviced	62	0	202	549	0	0	0
■ Cumulative household units developed	0	0	59	1446	0	0	0
■ Number registered on Housing Demand Database	2415	1949	1352	9900	1228	8886	139

Source: Department of the Premier

Figure 3: Percentage Change in the number of Contact Crimes

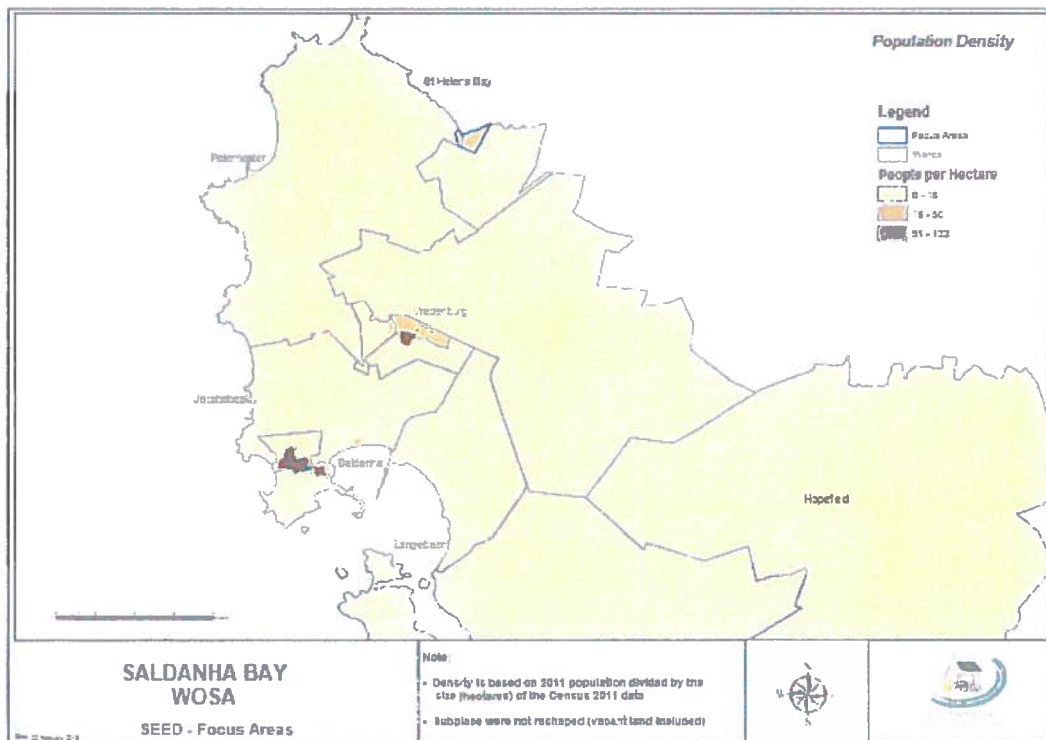|	HOPEFIEL D	LANGEBA AN	SALDANH A BAY	ST HELENA BAY	VREDENB URG	SALDANH A BAY NU
■ 2013/2014	4,2%	10,9%	-3,0%	-22,2%	6,4%	-3,0%
■ 2014/2015	-4,8%	-7,0%	0,8%	28,6%	28,8%	0,8%
■ 2015/2016	-16,0%	-9,0%	7,9%	-6,9%	6,6%	7,9%

Source: Department of the Premier

It should however be noted that, in accordance with the WoSA Programme key principle of equity and equality, the full government basket of services will be made available throughout the Municipal area. The six wards as identified above will however serve as a pilot for meaningful and authentic community participation processes.

Figure 4: Map of identified WoSA priority Areas.

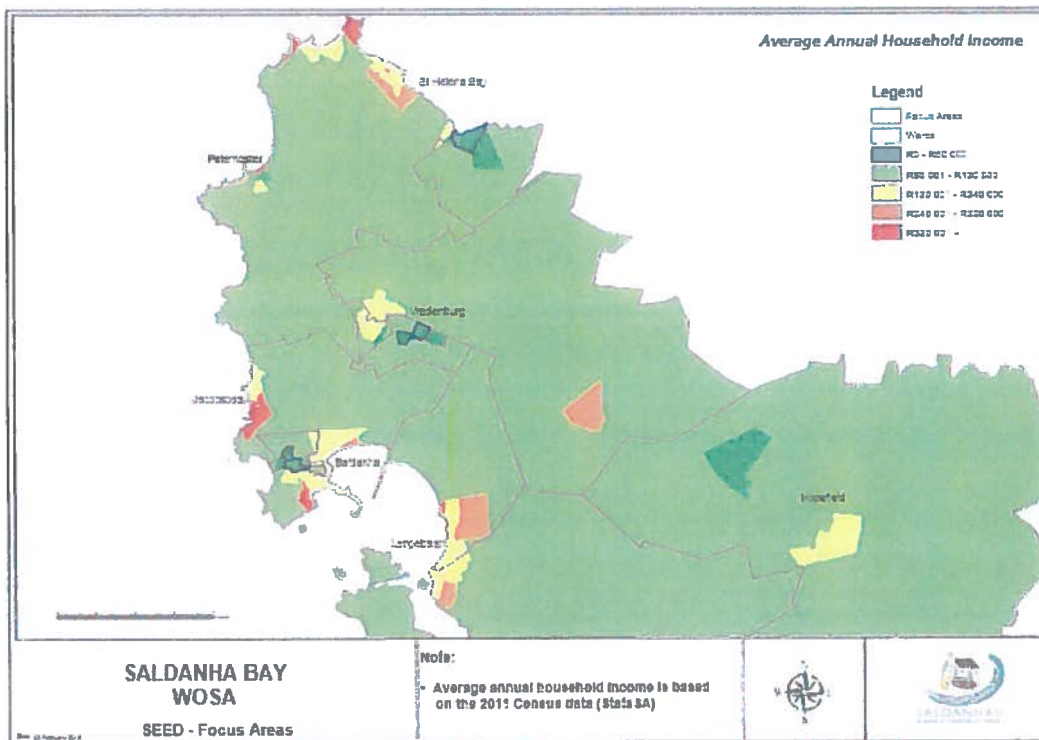| Ward	Area Name
1	Middelpos
2	Witteklip
3	White City
4	Diazville
9	Ongegund
12	Laingville
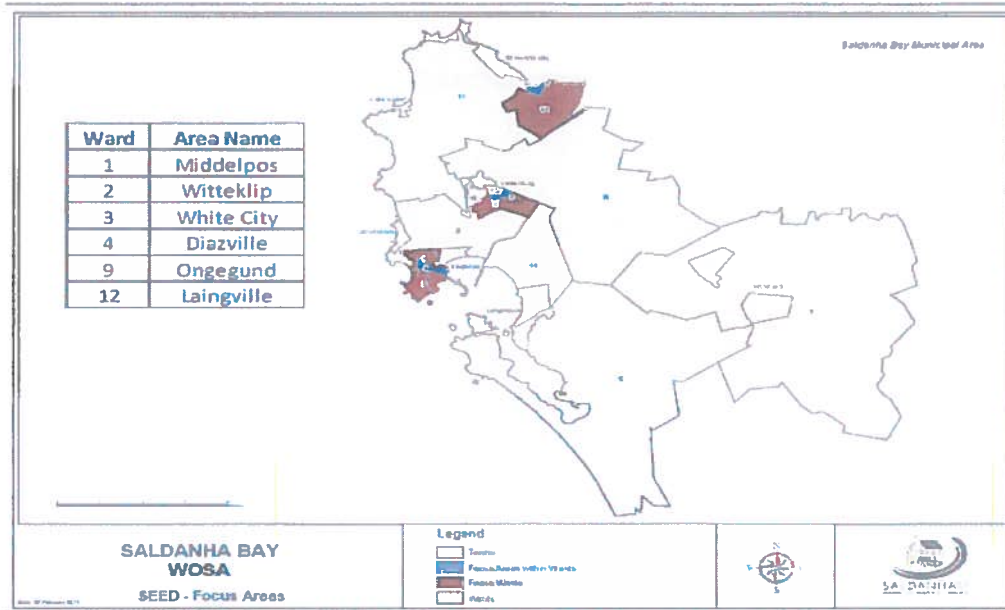
Source: Saldanha Bay Municipality

Figure 5: WoSA Map indicating population densities within SBM

Source: Saldanha Bay Municipality

Figure 6: WoSA Map indicating average annual household income within SBM

Source: Saldanha Bay Municipality

10. Community Engagement and Entry

In order for the proposed programmes and projects to succeed community participation is required as community members need to be integrated in the process so that they can guide and influence interventions. The importance of involving the community in their own development does not only make sense from a programme development and implementation point of view, but is also enshrined in South African legislation and aligns with the key principle of a *citizen centric approach*. The WoSA Programme aims to leverage the existing Integrated Development Planning and Public Participation processes.

The technical committee will develop a detailed community engagement plan which will be aligned to the Municipality's process plan as per Section 29 of the Municipal Systems Act, No. 32 of 2000. The community engagement plan will include specific details pertaining to who must be consulted, when they must be consulted and why. The why will clearly articulate the purpose of the engagement and sought outcomes to be achieved from the engagement. A detailed stakeholder analysis of existing community structures and their levels of functionality will also be conducted. Furthermore, the technical committee will devise a strategy to optimally utilize the ward councillors and their committees to ensure co-ownership with communities and that democratic, accountable and transparent public participation processes are followed through.

Finally, the team will leverage the *Western Cape Government's Violence Prevention through Urban Upgrading* program (VPUU) and RSEP methodology and work being delivered by the PSG 3 Community Engagers Forum to facilitate meaningful community involvement.

Learning from the work of the *Western Cape Government's* VPUU program, it is imperative that when intervening in a community, a research based and highly participatory methodology must be used. The methodology which may be useful for the SBM WoSA project is as follows:
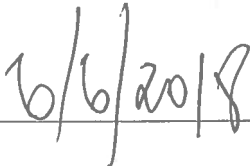
METHODOLOGY

Social Compact, Profiling
Planning
Project Approval/endorsement and resource allocation
Implementation
Operational Management
Monitoring and Evaluation

Dr Pierre Voges

Municipal Manager: SBM

6/6/2018

DATE

Dr Beth Engelbrecht

Head of Health: WCG

2018-06-01

DATE

Annexure A: PSG 3 Better Spaces Report: Saldanha Bay Municipality

Annexure B: SBM WoSA Project List

Annexure C: WoSA Shared Data Inventory

Annexure D: WoSA Governance Structures:

Annexure E: WoSA Roles and Responsibilities