



URGENT

File Ref: 18/6/P

FOR SIGNATURE BY HEAD OF DEPARTMENT

ROUTE FORM:

2016/17 ANNUAL REVIEW OF THE WESTERN CAPE RSEP/VPUU PROGRAMME

FORWARD	SIGNATURE	DATE
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Director: Development Facilitation Mr G. Gerber		22 / 03 / 2017
Chief Director: Development Planning Mr A. Barnes		22 / 3 / 2017
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PLEASE RETURN TO:

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DEPARTMENT: ENVIRONMENTAL AFFAIRS AND
DEVELOPMENT PLANNING: WESTERN CAPE
CHIEF DIRECTORATE: DEVELOPMENT PLANNING
RECEIVED ON
22 MAR 2017
ONTVANG OP
HOOFDIREKTORAAT: ONTWIKKELINGSBEPLANNING
DEPARTEMENT: OMGEWINGSSAKE EN
ONTWIKKELINGSBEPLANNING: WES-KAAP

Dept. of Environmental Affairs
and Development Planning
Registry
Filed by: **23 MAR 2017**
Date:
Private Bag: Provincial Affairs
Cape Town/Franschaal
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en Ontwikkelingsbeplanning



Memo

ENVIRONMENTAL AFFAIRS & DEVELOPMENT PLANNING

To : Head of Department

From : RSEP/VPUU Programme Manager

Date : 10 March 2017

Re : **2016/17 ANNUAL REVIEW OF THE WESTERN CAPE RSEP/VPUU PROGRAMME**

File Reference: 18/6/P

1. PURPOSE

To submit for the Head of Department's approval of the *2016/17 Annual Review of the Western Cape RSEP/VPUU Programme*.

2. BACKGROUND AND DISCUSSION

- 2.1. The RSEP/VPUU Programme is managed by the Department of Environmental Affairs and Development Planning (DEA&DP) within the Directorate: Development Facilitation.
- 2.2. The official starting date for implementation of the Programme is 1 July 2014, although preparatory work commenced much earlier.
- 2.3. In terms of the DEA&DP Annual Performance Plan (APP) for 2016/17, the Indicator Description Table indicates that the WCG RSEP/VPUU Programme be evaluated on an annual basis, and that an Annual Review Report be concluded during Quarter 4.
- 2.4. The *2016/17 Annual Review of the Western Cape RSEP/VPUU Programme*, **attached herewith**, outlines the main activities and work undertaken during the reporting period as well as setting out the proposed way forward for 2017/18.

3. FINANCIAL IMPLICATIONS

The financial implications have been provided for in the 2016/17 Annual Performance Plan of DEA&DP and the Vote 9 budget, which is aligned to

commitments in the provincial MTEF, and also underpinned by agreements with the KfW, the VPUU NPC and the respective municipalities.

4. RECOMMENDATIONS

It is recommended that the 2016/17 Annual Review of the Western Cape RSEP/VPUU Programme be approved by the HOD.



FRANCOIS WÜST
PROGRAMME MANAGER: RSEP/VPUU PROGRAMME

10/3/2017

DATE

Recommendations in Section 4 supported / ~~amended and supported~~ / not supported.

Comments:



GERHARD GERBER
DIRECTOR: DEVELOPMENT FACILITATION

22/03/2017

DATE

Recommendations in Section 4 supported / ~~amended and supported~~ / not supported.

Comments:



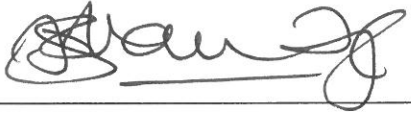
ANTHONY BARNES
CHIEF DIRECTOR: DEVELOPMENT PLANNING

22/3/2017

DATE:

Recommendations in Section 4 approved ~~Amended and approved~~ / not approved

Comments: Excellent report - thank you
Gerhard, Francois and the team!



PIET VAN ZYL
HEAD OF DEPARTMENT

23.03.2017

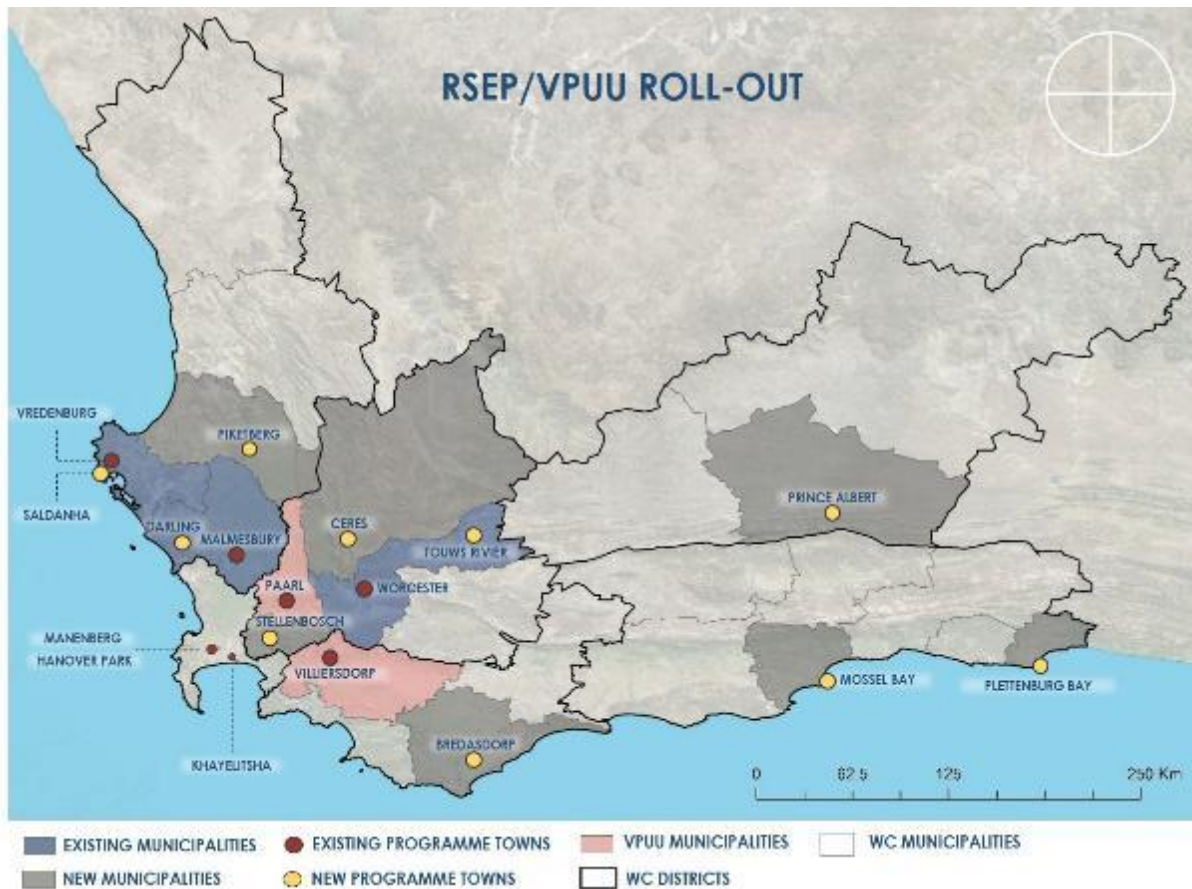
DATE:



Western Cape Government

Environmental Affairs & Development Planning

CHIEF DIRECTORATE: DEVELOPMENT PLANNING
DIRECTORATE: DEVELOPMENT FACILITATION
RSEP/VPUU PROGRAMME OFFICE



2016/17 Annual Review of the Western Cape RSEP/VPUU Programme: March 2017

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Date: March 2017

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LIST OF ACRONYMS AND ABBREVIATIONS

ACT	Area Coordinating Team
APP	Annual Performance Plan
CAP	Community Action Plan
CBD	Central Business District
CRDP	Comprehensive Rural Development Programme
CSIP	Community Safety Improvement Partnership
DBSA	Development Bank of Southern Africa
DCAS	Department of Cultural Affairs and Sport
DEA&DP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Tourism
DoCS	Department of Community Safety
ECD	Early Childhood Development
GCMRSIF	Greater Cape Metro Regional Spatial Implementation Framework
GIS	Geographical Information Systems
GUNYA	Gugulethu-Nyanga
HOD	Head of Department
IDP	Integrated Development Plan
IGP	Infrastructure and Growth Plan
IP	Implementation Protocol
ISDM	Integrated Service Delivery Model
IUDF	Integrated Urban Development Framework
JL&M	Joint Learning and Mainstreaming
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
KPI	Key Performance Indicator
LED	Local Economic Development
MTEC	Medium-term Expenditure Committee
MURP	Mayoral Urban Regeneration Programme
NGO	Non-government organisation
NPC	Not for Profit Company
NPO	Non-Profit Organisation
O&M	Operation and maintenance
PID	Project Inception Document
PIF	Public Investment Framework
PSC	Project Steering Committee
PSDF	Provincial Spatial Development Framework
PSG	Provincial Strategic Goal

RSEP	Regional Socio-Economic Programme
RSIF	Regional Spatial Implementation Framework
SALGA	South African Local Government Association
SANRAL	South African National Roads Agency
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Social Development Fund
SDF	Spatial Development Framework
SNA	Safe Node Area
SNAC	Safe Node Area Committee
SOPA	State of the Province Address
VPUU	Violence Prevention through Urban Upgrading
VPUU NPC	Violence Prevention through Urban Upgrading Not for Profit Company
WCEDP	Western Cape Economic Development Partnership
WCG	Western Cape Government
YLC	Youth and Life Centre

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1. INTRODUCTION

1.1. Purpose of report

The Department of Environmental Affairs and Development Planning's (DEA&DP) Annual Performance Plan (APP) for 2016/17 indicates that one of the targets for the Regional Socio-Economic Programme and Violence Prevention through Urban Upgrading Programme ("the RSEP/VPUU Programme") is to evaluate the RSEP/VPUU Programme on an annual basis. In terms of the deliverable, one annual review report must be produced during the fourth quarter (Q4) of each financial year up until 2017/18.

This Review Report is the second review document produced for the Programme and focuses mainly on work done during the 2016/17 financial year (April 2016 – March 2017). The purpose of the annual review is to outline the main activities and work undertaken during the reporting period, and to measure the performance of the Programme against a number of factors, including:

- Measuring progress against the targets set out for the 2016/17 financial year; and
- Measuring resources used against allocated budget.

One of the benefits of reviewing the Programme annually during the course of the Programme period is that it enables any deficiencies or shortcomings to be identified and remedied. The report also provides a platform for capturing lessons learned, and these lessons can influence the ongoing operation of the Programme, and help improve the way in which the Programme is undertaken going forward.

1.2. Background

The RSEP/VPUU Programme is a transversal and inter-governmental priority strategic initiative for the Western Cape Government, which receives support from the Provincial Cabinet and from all Provincial departments. Over a period of four or more years, the Programme will support (financially, operationally and/or technically) a large number and huge variety of projects. These projects will be identified and driven by different role players, including municipalities, Provincial Departments and communities. Projects will also be implemented at different scales ranging from a local, neighbourhood scale to regional and provincial scales.

The VPUU Programme has a more than 10-year history in the City of Cape Town and has benefitted from donor grant funding from the German Development Bank (Kreditanstalt für Wiederaufbau [KfW]) during this time. In 2013, the Western Cape Government (WCG), in collaboration with the KfW, opted to roll-out the VPUU Programme to two additional municipalities in the Western Cape and to new areas within the City of Cape Town thereby establishing the VPUU Western Cape Programme. The two new municipalities participating in the VPUU Western Cape Programme are Drakenstein and Theewaterskloof Local Municipalities. In accordance with agreements with the KfW, the VPUU Western Cape Programme is implemented by the VPUU Not for Profit Company (NPC), which is appointed as the Project Executing Agency with the mandate to assist the WCG in the roll-out and implementation of the VPUU Methodology in the three municipalities (Theewaterskloof Local Municipality, Drakenstein Local Municipality and the City of Cape Town). The focus areas are Villiersdorp and Paarl East in the Theewaterskloof and Drakenstein Local Municipalities, respectively. In the City of Cape Town, the focus areas are Manenberg and Hanover Park, with specific support continuing in Khayelitsha (Harare and Kuyasa) and Gugulethu-Nyanga (GUNYA).

The Regional Socio-Economic Programme (RSEP) was initiated by the WCG to promote regional social and economic development in a transversal manner and in partnerships, and to achieve a 'whole-of-society' approach. Three municipalities are currently benefitting from the RSEP Programme, namely Breede Valley, Saldanha Bay and Swartland Local Municipalities in which the focus towns are Worcester, Vredenburg and Malmesbury, respectively.

Provincial Cabinet designated DEA&DP as the lead department and coordinator of the RSEP/VPUU Programme, and a dedicated RSEP/VPUU Programme Office (hereinafter referred to as the Programme Office) was established within the Department. This Programme Office also supports and oversees the work of the VPUU NPC on the VPUU Programme. The RSEP/VPUU Programme benefits from grant funding from the KfW in addition to earmarked funding from Provincial Treasury.

The RSEP/VPUU Programme has been underway for approximately three years in the above municipalities. In May 2016, DEA&DP embarked on a process to extend the footprint of the Programme to additional municipalities. All local municipalities in the Province, excluding the six existing beneficiaries, were invited to submit an Expression of Interest to participate in the further roll-out. Several municipalities responded to the open call and on, 8 February 2017, Provincial Cabinet approved of the extension of the RSEP Programme to seven additional municipalities and to one additional town in each of the three existing RSEP municipalities. Thus, over the past year, the Programme Office has focused primarily on overseeing implementation in the six municipalities while simultaneously driving a process to raise awareness about the Programme, ascertain interest in the expansion of the Programme, and follow a formal process to identify and approve the selection of new municipalities.

1.3. Purpose of the RSEP/VPUU Programme

The RSEP and VPUU Programmes follow slightly different implementation steps but seek to achieve similar outcomes that include urban, social and spatial upgrading to increase safety and improve the quality of life in selected areas. Both programmes are, therefore, concerned with improving people's daily experiences of the urban environment, particularly focusing on spatial reconstruction and social upliftment, and following a 'whole-of-society' approach.

The purpose of the RSEP/VPUU Programme entails the following:

- To improve quality of life through urban, social and spatial upgrading in neighbourhoods of selected towns in the Western Cape;
- To build safe and sustainable neighbourhoods following a strategy of crime and violence prevention measures, building on social capital towards community cohesion and creating safe communities;
- To promote a 'whole-of-society' approach, which envisions a capable state partnering with active citizens, communities and stakeholders to promote social and economic inclusion;
- To land a 'whole-of-government' approach to promote implementation of the Provincial Spatial Development Framework (PSDF) and enhance planning-led budgeting through coordinated multi-sector spending in the Province; and
- To promote joint learning and mainstreaming in order to broaden the impact of the Programme.

2. MAIN ACHIEVEMENTS DURING REPORTING PERIOD

2.1. Main achievements per programme

This section begins with a summary of the main achievements of the RSEP Programme and the VPUU Western Cape Programme, respectively, during the 2016/17 financial year.

2.1.1. Regional Socio-Economic Programme

During the reporting period, implementation of the RSEP Programme has continued to make good progress in the following areas:

- Breede Valley Local Municipality: Worcester;
- Swartland Local Municipality: Malmesbury; and
- Saldanha Bay Local Municipality: Vredenburg.

As illustrated in Table 1 below, a total of R26.5 million was transferred to the three RSEP municipalities via two transfer payments – the first in September 2016 and the second in February 2017. Table 1 illustrates the amount of grant funding that was transferred to the municipalities during the 2016/17 financial year.

Table 1: Grant funding transferred to the three RSEP Local Municipalities in 2016/17

	BREEDE VALLEY	SALDANHA BAY	SWARTLAND	TOTAL
AMOUNT TRANSFERRED (SEPT. 2016)	R 4 000 000	R 4 000 000	R 4 000 000	R 12 000 000
AMOUNT TRANSFERRED (FEB. 2017)	R 5 500 000	R 5 500 000	R 3 500 000	R 14 500 000
TOTAL	R 9 500 000	R 9 500 000	R 7 500 000	R 26 500 000

Breede Valley Municipality has continued to follow an approach that focuses on implementing several smaller projects across the RSEP focus area in Worcester. Five projects were completed during the financial year, and this has helped to show the community that the municipality, via the RSEP Programme, is dedicated to implementing tangible projects. The municipality is currently at the stage where they will commence with the implementation of a few bigger projects following lengthy planning and procurement processes at the municipality.

Swartland Municipality has also implemented several smaller projects throughout the RSEP focus area in Malmesbury. Like Breede Valley, Swartland is also at the stage where the bigger projects have begun to be implemented. The municipality is in the process of completing the construction of two recreational nodes in Malmesbury, which should be completed during March 2017.

Since Saldanha Bay Municipality selected only five fairly large projects for implementation in Vredenburg, the projects are being implemented in a phased manner. During the reporting period, the municipality commenced with the construction of three of their projects.

Meetings between the Programme Office and the RSEP Municipal Project Managers continue to be held regularly and have provided a good platform for discussion and giving feedback

on progress. Three official meetings took place during the financial year (26 August 2016, 8 December 2016 and 24 February 2017). There was also a number of other structured engagements between the Project Managers and the Programme Office, including the RSEP/VPUU Project Steering Committee (PSC) meeting, which took place in May 2016 where the Project Managers presented on their progress. The Project Managers' Meetings continue to be rotated between the three RSEP municipalities and are combined with site visits to the RSEP projects.

The Programme Office continued to support the Directorate: Spatial Planning in the formulation of the Greater Cape Metro Regional Spatial Implementation Framework (GCMRSIF), with representatives of the Programme Office consistently attending the Intergovernmental Steering Committee and Project Management Team meetings. Mr Dawie Kruger is formally appointed as a member of the Intergovernmental Steering Committee.

One of the biggest highlights during the reporting period was Provincial Cabinet's approval of the extension of the RSEP Programme to seven new municipalities (Bergrivier, Bitou, Cape Agulhas, Mossel Bay, Prince Albert, Stellenbosch and Witzenberg) and to one additional town in each of the three existing RSEP municipalities. The three existing RSEP municipalities were given the opportunity to identify an additional town in their municipality for the further roll-out of the Programme. Breede Valley, Saldanha Bay and Swartland Municipalities selected Touwsrivier, Saldanha Bay and Darling, respectively. Thus far, only preliminary work has commenced. In anticipation of Cabinet's approval, the Programme Office has also commenced with work in Bergrivier Municipality and Witzenberg Municipality, and strong relationships with these municipalities have already been established.

2.1.2. VPUU Western Cape Programme

The VPUU Western Cape Programme continues to be implemented in the following areas:

- Theewaterskloof Local Municipality: Villiersdorp;
- Drakenstein Local Municipality: Paarl East;
- City of Cape Town: Manenberg; Hanover Park; Khayelitsha (Harare and Kuyasa) and Gugulethu-Nyanga (GUNYA).

One of the highlights for the year was the signing of the Implementation Protocol between the WCG and the City of Cape Town, which officially authorised the commencement of VPUU Phase 4 and clarified the work scope for Phase 4. As per the scope of work, the VPUU NPC has been instructed to focus primarily on Hanover Park and Manenberg with the following roles and responsibilities:

- To provide professional services for urban design work in Manenberg and Hanover Park;
- To provide professional services for the design and construction of one community facility, a Media Centre, in Hanover Park;
- To develop a Management Model;
- To provide support with community participation in the two areas; and
- To establish a Social Development Fund for Manenberg and Hanover Park.

In addition to Manenberg and Hanover Park, the VPUU NPC will continue providing specific support in the Khayelitsha (Harare and Kuyasa) and Gugulethu-Nyanga (GUNYA) Safe Node Areas. In Harare and Kuyasa, the focus is on sustainability, operation and maintenance, and the implementation of Management Agreements on a precinct level. This work will be funded

by the City of Cape Town. In GUNYA, the VPUU NPC's key areas of work focus on the implementation of aspects of the WCG's Game Changers.

Consistent monthly Area Coordinating Team (ACT) meetings are being held in Drakenstein and Theewaterskloof, which bring together the different stakeholders, including the local communities represented by the Safe Node Area Committees (SNAC), the municipalities, the WCG line departments, the VPUU NPC and other partners. In addition, two half-year review meetings were held with Drakenstein and Theewaterskloof during the reporting period. An Annual Review Meeting was also held in October 2016 with the municipalities, which provided a platform for the municipalities to evaluate VPUU implementation over the previous year and to raise some challenges and lessons learned.

Community participation structures established in the previous reporting period continue to be functional in Drakenstein, Theewaterskloof and in Harare, Khayelitsha. Annual Community Action Plan (CAP) reviews were held in Drakenstein, Theewaterskloof, Harare and Manenberg, which set clear priorities for 2017.

Following the success of community festivals in Paarl East and Villiersdorp in the previous reporting period, a second festival to promote social cohesion was held in both Villiersdorp and Paarl East in September and October 2016, respectively. These festivals once again brought together the local communities, government departments and NGOs. A community festival was also held in Harare during the reporting period.

The Paarl East Public Investment Framework (PIF) Strategic Report was produced and submitted to DEA&DP and Drakenstein Municipality in December 2016. The PIF Strategic Report includes Precinct Plans for the development of Freedom Park and the Groenheuwel House of Learning and Urban Park Precinct in Paarl East.

The Villiersdorp Public investment Framework (PIF) Strategic Report is in the process of being concluded, and will be submitted to DEA&DP and Theewaterskloof Municipality by the end of March 2017. The PIF will contain more detailed plans for the main infrastructure projects, including the Resource Centre, the ECD Toy Library and safe public spaces. The PIFs are critical documents as they aim to guide decision-making by identifying public investment priorities for the respective Safe Node Areas.

The VPUU NPC continues to be actively involved in two Provincial Strategic Goals (PSGs) and associated Game Changers. The VPUU NPC plays a leading role in implementing elements of the Alcohol Harms Reduction Game Changer in Khayelitsha, GUNYA and Paarl East, and the After School Game Changer in Paarl East. In Paarl East, the two Game Changers are being linked at the implementation level. The VPUU NPC has also been involved in discussions within the PSG 3 HOD forum around the replication of the Integrated Service Delivery Model (ISDM) – now called "Better Spaces" – to match the Alcohol Harms Reduction areas in addition to Saldanha Bay. The VPUU NPC is also involved in Workforce Development linked to the Technical and Vocational Skills Provincial Game Changer in GUNYA, linked to PSG 1.

The VPUU NPC was appointed as the implementing agent to assist Breede Valley Municipality with the Zwelethemba Commercial Corridor. The VPUU NPC has facilitated close working relationships between the municipality, DEA&DP and business and community stakeholders, and the project is making very good progress.

The VPUU NPC, in collaboration with the KfW and DEA&DP, has worked further on the development of the Joint Learning and Mainstreaming (JL&M) component of the VPUU Programme.

The VPUU NPC attended Habitat III in Quito, Ecuador in October 2016 where they presented at a side event alongside the City of Johannesburg. The VPUU NPC was accompanied by a representative of Drakenstein and Theewaterskloof who are both instrumental in driving the VPUU Programme in their respective municipalities, which formed part of joint learning and mainstreaming.

2.2. Main achievements at the overall Programme level

The achievements outlined in this section are the main achievements of the RSEP/VPUU Programme Office in fulfilment of DEA&DP's coordination and management mandate as per the 11 December 2013 and 22 January 2014 Cabinet Resolutions. Many of these achievements were, however, accomplished in collaboration with the WCG's key programme partners, namely, the VPUU NPC, the participating municipalities, the other WCG line departments and the KfW.

GOVERNANCE
The Programme Office appointed three junior town planners during the financial year. In addition, two PAYE interns were allocated to the Programme Office.
The Programme Office staff are consistently attending and reporting back on the monthly VPUU Area Coordinating Team (ACT) meetings in Drakenstein and Theewaterskloof.
One Project Steering Committee (PSC) meeting, chaired by the HOD: DEA&DP, was held on 19 May 2016. The meeting was well-attended and provided a good platform to share progress. All six municipalities participating in the Programme (Drakenstein, Theewaterskloof, City of Cape Town, Swartland, Breede Valley and Saldanha Bay), and all 13 WCG line departments were represented. The VPUU NPC also attended and contributed to the meeting.
On 6 May 2016, DEA&DP sent a circular to all local municipalities currently not benefitting from either the RSEP or VPUU Programmes inviting them to express their interest in becoming part of the RSEP Programme.
On 8 February 2017, Provincial Cabinet approved the following: <ul style="list-style-type: none"> - That the WCG RSEP Programme implementation in the three existing Municipalities (Breede Valley, Saldanha Bay and Swartland) continue as previously approved by Cabinet and that the roll-out be extended to one additional town in each of these Municipalities, being the towns of Touwsrivier, Saldanha Bay and Darling, respectively; - That the WCG RSEP Programme be extended to the following additional Municipalities: Witzenberg, Stellenbosch, Bitou, Mossel Bay, Cape Agulhas, Prince Albert and Bergrivier; - That a further report on the longer term sustainability and institutionalisation of the WCG RSEP/VPUU Programme be prepared and submitted to Cabinet in due course for consideration; and - That the VPUU NPC be supported in its efforts to secure additional donor grant funding from the German Government, German Development Bank (KfW) and/or

any other appropriate donor institution, to extend the WCG VPUU Programme beyond June 2018.

No RSEP/VPUU Project Adjudication Committee meetings were convened during the financial year as there were no new projects for the committee to scrutinise. The Terms of Reference of the Project Adjudication Committee was amended mainly to allow the Committee to meet on ad hoc basis as and when required

Meetings between the Programme Office and the RSEP Municipal Project Managers are being held on a regular basis. The meeting is rotated between the three RSEP municipalities and is often combined with site visits to RSEP projects. The Programme Office also facilitated a lessons learned workshop with the three RSEP Project Managers in order to collectively identify lessons learned during the implementation of the RSEP Programme.

The HOD: DEA&DP and the Programme Office continued to play a leading role to facilitate discussions and negotiations concerning the redevelopment of the former G.F. Jooste Hospital site in Manenberg, the development of a new regional hospital in addition to the related rationalisation of schools programme, as well as the conceptualisation of the Manenberg Youth and Lifestyle Campus.

The Programme Office developed a new Standard Operating Procedure for the VPUU quarterly and semi-annual progress reports whereby the reports must be sent to the relevant municipality or Game Changer lead department for comment and non-objection.

The Director-General nominated DEA&DP to be the WCG's lead department in coordinating the implementation of the Department of Cooperative Governance and Traditional Affairs' provincial roll-out of the Integrated Urban Development Framework (IUDF), and for the roll-out of the IUDF to overlap with the implementation of the RSEP/VPUU Programme and, thus, to utilise the Programme as the main platform for implementing the IUDF in the Province.

FINANCIAL MANAGEMENT

As per the 2016/17 gazetted amounts, the three RSEP Local Municipalities were initially allocated the following amounts:

Breede Valley:	R 8 000 000
Saldanha Bay:	R 8 000 000
Swartland:	R 7 500 000

TOTAL: R 23 500 000

The amounts allocated to Breede Valley and Saldanha Bay were subsequently increased by R1 500 000 per municipality in the Adjustment Budget, which increased the total allocation to R26 500 000, as follows:

Breede Valley:	R 9 500 000
Saldanha Bay:	R 9 500 000
Swartland:	R 7 500 000

TOTAL: R 26 500 000

The total allocation of R 26 500 000 for 2016/17 was transferred to the three RSEP Local Municipalities via two transfer payments (September 2016 and February 2017).

Two KfW Disposition Fund withdrawal applications were approved during the reporting period, amounting to R2 974 908.80 for funding VPUU projects in the three VPUU municipalities.

Seven withdrawal applications were approved amounting to R 7 168 434.54 to reimburse the VPUU NPC for technical assistance:

- R 4 988 553.80 transferred from Provincial Revenue Fund;
- R 2 168 880.87 transferred from KfW (German) funding.

COMMUNICATION AND NETWORKING

The Programme Office worked closely with DEA&DP's Communications team to develop a dedicated web portal for the RSEP/VPUU Programme. The portal was launched in December 2016 and is linked to DEA&DP's website.

The RSEP/VPUU Programme was recognised in the Premier's 2017 State of the Province Address (SOPA) on 17 February 2017. Breede Valley Municipality's RSEP Project Manager, Mr Chris Smal, was invited as one of the Premier's special guests and received a special mention owing to his role in the implementation of numerous community projects in Worcester over the last year.

A RSEP/VPUU Programme Brochure (endorsed by the Minister of Local Government, Environmental Affairs and Development Planning and HOD: DEA&DP) continues to be circulated to various stakeholders and interested parties.

RESEARCH, LEARNING AND KNOWLEDGE-SHARING

The RSEP/VPUU Programme Manager presented on the RSEP/VPUU Programme at the 'Shaping the Future' Seminar hosted by the Stellenbosch School of Public Leadership (20 September 2016).

The RSEP/VPUU Programme Manager presented on the RSEP/VPUU Programme at the South African Planning Institute's 7th Planning Africa Conference held in Johannesburg (4-6 July 2016).

DEA&DP, via the RSEP/VPUU Programme, has developed a formal partnership with the SALGA Small Town Regeneration Programme. A number of partnership meetings have been held between the two organisations during the reporting period, and the Programme Office has, thus far, become involved in the Ceres Town Regeneration Programme in the lead up to the implementation of the RSEP Programme in Witzenberg Municipality.

On 14 October 2016, the RSEP/VPUU Programme Office convened a Partnering Workshop, in collaboration with SALGA, in order to strengthen existing partnerships and identify opportunities for building new ones. The workshop was very well-attended with representatives from 12 of the 13 Provincial line departments, the VPUU NPC, SALGA, Western Cape Economic Development Partnership (WCEDP), and four of the six partner municipalities (Saldanha Bay, Swartland, Theewaterskloof and City of Cape Town). Following the workshop, the Programme Office developed a booklet to summarise the workshop proceedings, which was circulated to all attendees.

The RSEP/VPUU Programme Manager presented on the RSEP/VPUU Programme, focusing on the RSEP Reconstruction Framework, to DEA&DP's PLANCOM (21 October 2016).

Representatives of the RSEP/VPUU Programme Office attended the South African-German Development Cooperation (KfW) in the field of Violence Prevention Information Exchange and Strategic Discussion hosted by National Treasury and the KfW in Pretoria on 2 November

2016. The RSEP/VPUU Programme Manager presented on the RSEP Programme while the VPUU NPC presented on the VPUU Programme.

On 30 January 2017, the Programme Office arranged a workshop with the Directorate: Spatial Planning to share and discuss the RSEP Reconstruction Framework and to identify potential opportunities for collaboration and alignment.

3. PROGRAMME PERFORMANCE: ATTAINMENT OF APP TARGETS (2016/17)

DEA&DP's APP for 2016/17 contains two indicators and targets for the RSEP/VPUU Programme, namely:

Indicator 1: Number of municipalities within which the RSEP/VPUU Programme is implemented according to approved project lists;

Target (2016/17): 6 municipalities (Theewaterskloof, Drakenstein, Saldanha Bay, Swartland, Breede Valley and City of Cape Town);

Indicator 2: Number of RSEP/VPUU Programme review reports;

Target (2016/17): 1 (by the end of the 4th quarter).

In terms of the above indicators and targets, there are two deliverables, namely: 1) Roll-out in 6 municipalities; and 2) Annual Review Report. The production of this Annual Review Report constitutes the meeting of deliverable 2. Simultaneously, the Annual Review Report also aims to provide sufficient evidence to demonstrate the implementation of the RSEP/VPUU Programme in six municipalities thus providing evidence for deliverable 1 and meeting both of the APP targets. Accordingly, this section contains an overview of work undertaken and implementation progress, firstly, in the three VPUU municipalities and, secondly, in the three RSEP municipalities. This primarily covers work done during the reporting period (1 April 2016 – 31 March 2017) although there may be overlaps and reference to earlier work, where relevant.

3.1. Implementation in the three VPUU Municipalities

This section outlines the main activities of the VPUU Programme and work undertaken in the three VPUU municipalities (Drakenstein, Theewaterskloof and City of Cape Town) during the reporting period. The work undertaken and implementation progress to date has largely been a result of a collaborative process between the VPUU NPC, the participating municipalities, the local communities and the WCG line departments, with the support of the Programme Office.

VPUU MUNICIPALITIES
1/ DRAKENSTEIN LOCAL MUNICIPALITY
PAARL EAST
The Paarl East Safe Node Area Committee (SNAC) continues to be functional and actively participating in the implementation of projects. Regular SNAC meetings and meetings with broader local stakeholders were held in addition to ongoing leadership training.
Consistent monthly Area Coordinating Team (ACT) meetings are being held, which bring together the different stakeholders, including the local community represented by the SNAC, Drakenstein Municipality, the WCG line departments, the VPUU NPC and other partners.
Two 6-Month Review Meetings were held during the reporting period between Drakenstein Municipality, DEA&DP and the VPUU NPC (31 August 2016 and 23 February 2017). The VPUU NPC also presented to the newly-appointed Mayor and Councillors.
The Annual CAP Review took place on 12 November 2016, which resulted in clarifications around CAP projects and clear priorities being set.

12 community groups were supported through the Social Development Fund (SDF), which provides resources and support to the most deprived community groups who typically cannot access formal funding streams. The Department of Social Development also held a NPO registration workshop for the SDF recipient groups.

A 2nd community festival to promote social cohesion was held in Paarl East in October 2016, with over 1300 people in attendance. It was a joint effort between the VPUU NPC, the Drakenstein Municipality, the WCG and the Paarl East community. A total of 11 municipal and Provincial departments were involved in addition to numerous other participants, including local NGOs and vendors.

The VPUU NPC is playing a significant role in the ongoing development of an Early Childhood Development (ECD) Strategy for centre-based ECDs via the PSG 3 and Integrated Service Delivery Model (ISDM) forum (now called "Better Spaces"). This work is also linked and aligned to the Provincial Department of Health's 'First 1000 Days' Programme.

The Youth and Lifestyle Centre Programme (YLC) was launched at the New Orleans Secondary School in August 2016, and it has since offered a variety of after school programmes and alternative activities for school and out-of-school youth from the broader community. This is linked to both the Alcohol Harms Reduction and After School Game Changers, and receives strong support from the Western Cape Department of Community Safety (DoCS) via the Community Safety Improvement Partnership (CSIP).

The Paarl East neighbourhood watch is providing support to the YLC via the 'Walking Bus' project whereby the youth are escorted to the venues and there is regular patrol along the 'Walking Bus' routes.

Activities related to the implementation of the Alcohol Harms Reduction strategy have continued in Paarl East, including monitoring of liquor outlets and introducing alternative business opportunities to liquor outlet owners.

The VPUU NPC, in collaboration with the Drakenstein Municipality, has developed a Public Investment Framework (PIF) for Paarl East and the draft Strategic Report was submitted to DEA&DP in December 2016. The report has also been presented to the Drakenstein Municipal Officials and Councillors. The PIF is a critical document as it aims to guide decision-making by identifying public investment priorities for Paarl East.

The VPUU NPC has devised a process to institutionalise the PIF within the municipality, with the intention being to include the PIF in the Annual Review of the Municipal Spatial Development Framework.

The Paarl East PIF identifies three strategic infrastructure projects for implementation, namely:

1. Youth and Lifestyle Centre at New Orleans Secondary School (R1.9 million VPUU funding; R130 000 DoCS co-funding);
2. Chicago Safe Walking Bus and Freedom Park upgrade (R4 million VPUU funding);
3. Groenheuwel House of Learning and Urban Park (R5 million VPUU funding; R8 million DCAS co-funding).

Routine monitoring and evaluation systems are in place to monitor perceptions of crime and perceptions of public infrastructure and services within the Paarl East Safe Node Area. Monthly geo-coded household surveys by trained local residents are ongoing with fieldworker training taking place on a quarterly basis. The second Annual Household Survey was completed successfully by a competent local fieldwork team.

There is an established relationship with Radio KC, a local radio station, for ongoing community announcements and promotion of the VPUU Programme.

2/ THEEWATERSKLOOF LOCAL MUNICIPALITY

VILLIERSDORP

The Villiersdorp Safe Node Area Committee (SNAC) continues to be functional and actively participating in the implementation of projects. Regular SNAC meetings and meetings with broader local stakeholders were held in addition to ongoing leadership training.

Consistent monthly Area Coordinating Team (ACT) meetings are being held, which bring together the different stakeholders, including the local community represented by the SNAC, Theewaterskloof Municipality, the WCG line departments, the VPUU NPC and other partners.

Two 6-Month Review Meetings were held between Theewaterskloof Municipality, DEA&DP and the VPUU NPC (10 August 2016 and 2 February 2017). The VPUU NPC also presented the VPUU Strategy to the newly-appointed Councillors, Mayor and Deputy Mayor.

The Annual CAP Review took place in October 2016, which set out a good direction and clear priorities for 2017.

Eight community groups were supported by the Social Development Fund (SDF), which provides resources and support to the most deprived community groups who typically cannot access formal funding streams. The Department of Social Development also facilitated a NPO registration workshop for the SDF recipient groups.

A 2nd community festival to promote social cohesion was held in Villiersdorp in September 2016, and it was well-attended with over 900 participants.

An ECD forum has been established in Villiersdorp, and the ECD centres in the area are receiving ongoing training.

The Villiersdorp Public Investment Framework Strategic Report (final draft) is in the process of being completed and is due to be submitted to DEA&DP by the end of March 2017. The PIF will be a critical document as it will aim to guide decision-making by identifying public investment priorities for Villiersdorp, covering the whole of the town.

Despite following a whole of town approach, much of the VPUU investment will occur along Buitenkant Street, which is the priority area for VPUU intervention in Villiersdorp. Following numerous co-design workshops and facilitation exercises with a range of role-players, the individual projects are being designed and prepared for development.

The three strategic infrastructure projects for implementation are as follows:

1. Resource Centre with a focus on youth, skills development, gardens and safe spaces (R10 million VPUU funding; R700 000 DSD co-funding);
2. Toy Library with a focus on ECD and learning linked to safe public spaces (R530 000 VPUU funding; R670 000 CSI co-funding)
3. Safe Public Spaces (R500 000 VPUU funding)

In addition, the VPUU NPC has also developed a concept plan for the future development of the market place although no VPUU funding has been allocated to the actual development itself.

Much of the planning work has focused on preparations for the construction of the Resource Centre and Toy Library. This included submitting the building plans and departure application for the Toy Library, and initiating the tender process.

Routine monitoring and evaluation systems are in place to monitor perceptions of crime and perceptions of public infrastructure and services within the Villiersdorp Safe Node Area. Monthly geo-coded household surveys by trained local residents are ongoing with fieldworker training taking place on a quarterly basis. The second Annual Household Survey was completed successfully by a competent local fieldwork team.

The VPUU Programme is being promoted via local newspapers, with a number of articles about VPUU and related activities being released during the reporting period.

3/ CITY OF CAPE TOWN

MANENBERG

The VPUU NPC was tasked with designing three development scenarios for the former G.F. Jooste Hospital site, and these were presented to the HOD Steering Committee during the reporting period. These proposals were aligned to the Manenberg Public Investment Framework, which was developed during the previous reporting period. The VPUU NPC also provided support to the WCG in terms of the schools rationalisation process.

The Annual Review of the Manenberg CAP took place in February 2017, and the VPUU NPC and the MURP team met regularly with the Manenberg local steering committee.

The VPUU NPC's scope of work for Manenberg was clarified during the reporting period. In terms of this clarified scope of work, a Social Development Fund (SDF) has been established for Manenberg.

HANOVER PARK

The scope of work was clarified during the reporting period. In terms of this clarified scope of work, preparatory meetings took place to allow the VPUU NPC to start working on the design of one community facility, which is a Media Centre in the Hanover Park town centre.



Figures 1 & 2: Paarl East Youth Day Activities, 16 June 2016



Figure 3: Theewaterskloof ACT Meeting, July 2016

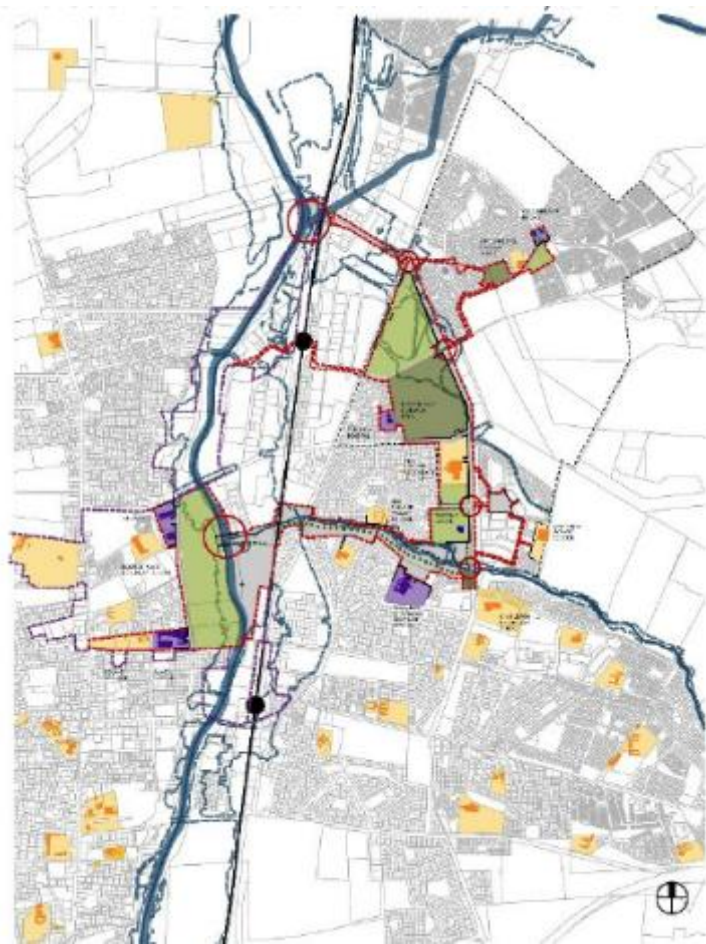


Figure 4: Paarl East Public Investment Framework

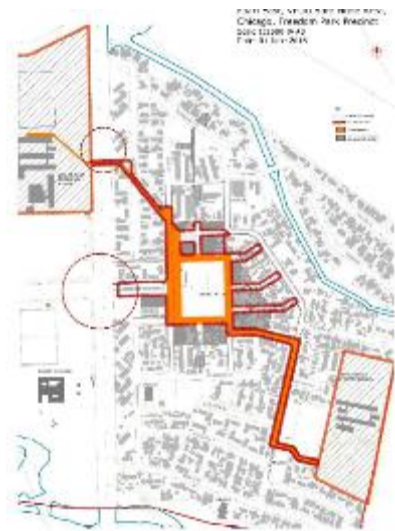


Figure 5: Chicago Safe Walking Bus & Freedom Park Concept Plan



Figure 6: Groenheuwel House of Learning & Urban Park Concept Plan

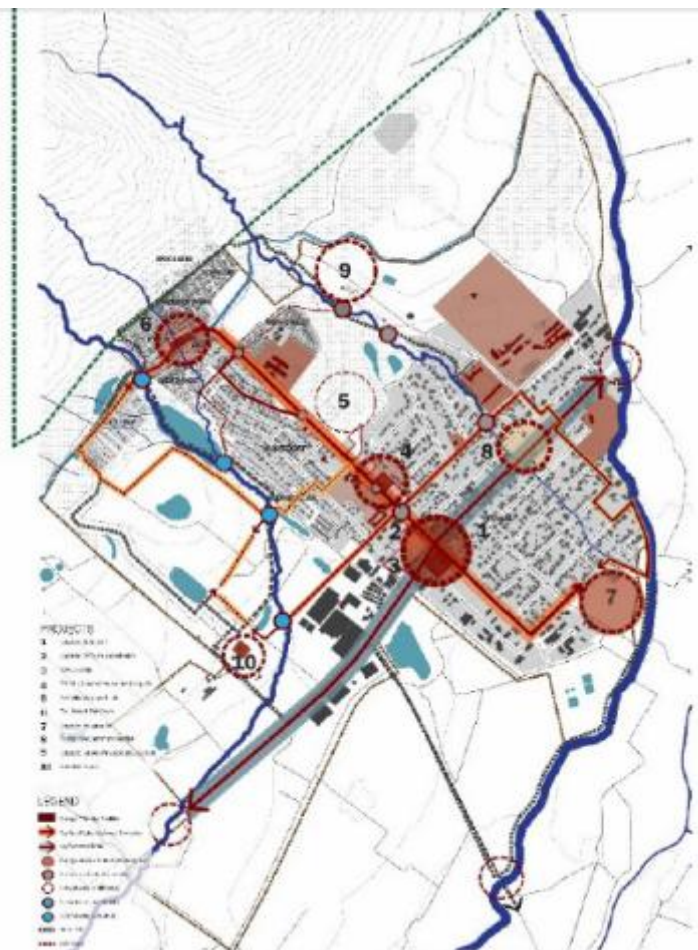


Figure 7: Villiersdorp Public Investment Framework



Figure 8: Villiersdorp Resource Centre Model

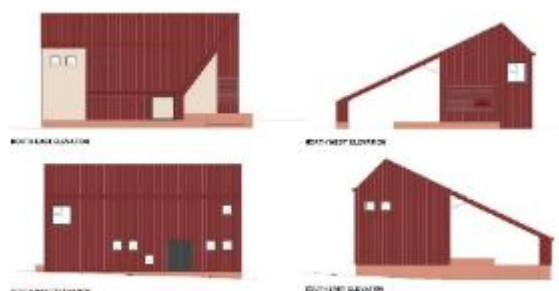


Figure 9: Villiersdorp Toy Library & Safe Space Concept Design

3.2. Implementation in the three RSEP Municipalities

This section contains the main activities and work undertaken in the three RSEP municipalities (Breede Valley, Saldanha Bay and Swartland) during the reporting period (2016/17). The majority of this work was driven by the RSEP Municipal Project Managers and the municipal line departments themselves, with financial, technical and operational guidance and support from the Programme Office.

RSEP MUNICIPALITIES

1/ SWARTLAND LOCAL MUNICIPALITY

MALMESBURY

Swartland Municipality has set an example to demonstrate the potential to 'crowd-in' the resources of other stakeholders, in this case a state-owned enterprise, in order to maximise impact in a particular area. As a result of the extensive upgrades to the N7 in Malmesbury, Swartland Municipality has developed a good relationship with SANRAL. As part of the RSEP Programme, the municipality had proposed to upgrade pedestrian linkages across the N7, particularly to improve linkages between the communities to the north-west of the N7 and the industrial area / CBD to the south. SANRAL has since endeavoured to undertake these upgrades as part of their upgrades to the national road thus freeing up this portion of RSEP funding for other worthy projects.

In 2016/17, SANRAL completed construction of the northern bridge and underpass, which includes a pedestrian pathway. The southern bridge and underpass is currently under construction. To date, SANRAL has spent approximately R8.85 million on this project.

SANRAL has also agreed to fully fund the development of dedicated pedestrian walkways from the N7 to Alfa Street – a project proposed by the municipality. This project is still in the planning and design stages.

In 2016/17, the municipality commenced with the construction of two activity recreation nodes – one along Alfa Street and the other along Holomisa Street, which are both popular pedestrian corridors in Malmesbury West. The nodes include safe playgrounds, gym equipment, and multipurpose sports courts. The total project cost is R6.25 million thus constituting a massive investment in these neighbourhoods. The two facilities are due to be completed during March 2017.

There are a number of other projects that are in the early planning and design stages including:

1. Placement of a second refurbished container to serve as a police and neighbourhood watch contact point;
2. Development of two recreational splash parks in Saamstaan and Ilinge Lethu;
3. Development of a commercial centre designed with fitted containers called the Box Park City: The project was commissioned by the Department of Economic Development and Tourism and the financial feasibility and sustainability of the project is still being carefully considered owing to the potential scale of the development;
4. Establishment of safe taxi stops and shelters;
5. Landscaping and tree planting along corridor routes; and
6. Provision of public toilets and landscaping at informal market.

DARLING

As part of the process to extend the coverage of the RSEP Programme, DEA&DP approached Swartland Municipality regarding the prospect of extending the Programme to an additional town in the Municipality, and the Municipality selected Darling. The RSEP/VPUU Programme Office has commenced with preliminary work, and a background meeting and workshop were held with the Municipality. Following engagements with the municipality, the Programme Office also met with the Provincial Department of Transport and Public Works and the Education Department regarding the proposed site for a new secondary school in Darling.

2/ BREEDE VALLEY LOCAL MUNICIPALITY

WORCESTER

Breede Valley Municipality's RSEP Project Manager initiated dedicated RSEP Project Steering Committee Meetings as a coordinating and information-sharing platform for municipal officials. Two meetings were held during 2016/17 (11 May 2016 and 27 October 2016). The Programme Office was also invited, and attended both meetings.

Following requests from Breede Valley Municipality, DEA&DP appointed the VPUU NPC as the implementing agent to assist the municipality with developing a Business Plan and proposals for the development of Mtwazi Street in Zwelethemba. The project officially commenced in August 2016, and is well underway. The project is scheduled for completion by end June 2017.

The municipality completed implementation of five projects in 2016/17:

1. Upgrading of two standpipes in Zwelethemba; design improved to include the planting of a mature tree to provide shade and also absorb any excess water;
2. Upgrading of four standpipes in Avian Park;
3. Development of jungle gyms in Avian Park, Zwelethemba, Riverview and Roodewal;
4. Development of a BMX track in Roodewal;
5. Construction of a multi-purpose sports court (netball, basketball and 5-a-side soccer) in Avian Park, Riverview, Zwelethemba and Roodewal.

Progress towards implementation of other projects:

1. Procurement is underway for the provision of community centres in Roodewal and Riverview;
2. A BMX track was developed in Avian Park prior to the reporting period, and other associated facilities were provided during this reporting period, including a mini cricket pitch, a container with changing facilities and a netball court. The netball court will be surfaced with tar in 2017;
3. Procurement is underway for the provision of additional grass sports fields in Avian Park, Riverview and Roodewal;
4. Planning is underway for the development of traffic calming measures in Zwelethemba, Avian Park, Riverview and Roodewal;
5. Procurement is underway for the development of pedestrian walkways in Avian Park, Riverview and Roodewal;

6. Planning is underway for the Zwelethemba commercial node and corridor development;
7. Planning is underway for the development of additional play parks in Avian Park, Riverview, Roodewal and Zwelethemba.

TOUWSRIVIER

As part of the process to extend the coverage of the RSEP Programme, DEA&DP approached Breede Valley Municipality regarding the prospect of extending the Programme to an additional town in the Municipality, and the Municipality selected Touwsrivier. The RSEP/VPUU Programme Office has commenced with preliminary work, and a background meeting and workshop were held with the Municipality. The Programme Office also organised a site visit to Touwsrivier with the municipal officials in February 2017, which included a visit to the nearby Touwsrivier concentrated photovoltaic (CPV) solar power project. The next step is to organise an Economic Workshop with different stakeholders.

3/ SALDANHA BAY LOCAL MUNICIPALITY

VREDENBURG

With regards to the governance of the RSEP Programme at the municipal level, Saldanha Bay Municipality continued to convene RSEP Technical Task Team Meetings with all relevant municipal departments. Three meetings were held during the reporting period, and the Programme Office was also in attendance and contributed at these meetings.

During the reporting period, Saldanha Bay Municipality has made good progress with the implementation of four of their five approved projects for Vredenburg.

Most of the visible implementation to date has been around the upgrade of the Wesbank Gateway Precinct, which is the first phase of and catalyst for the Vredenburg Urban Revitalisation Project. During the reporting period, the municipality commenced with the construction of the Active Box – a small community hub, which, owing to its vertical design, will serve as a landmark in the area and improve surveillance. The municipality has also commenced with Phase 1 of the landscaping, and Phase 2 is in the design stage.

The municipality commenced with the restoration of the former Vredenburg station building in early 2017.

Further community engagements are underway regarding the development of the LED and Commercial Hub in Ongegund (George Kerridge).

The municipality commenced with the construction of the Kooitjieskloof Splash Park.

SALDANHA BAY (TOWN)

As part of the process to extend the coverage of the RSEP Programme, DEA&DP approached Saldanha Bay Municipality regarding the prospect of extending the Programme to an additional town in the Municipality, and the Municipality selected Saldanha Bay town. The RSEP/VPUU Programme Office has commenced with preliminary work, and a few background meetings were held with the Municipality. In addition, the Programme Office conducted two site visits to assist the municipality with RSEP-related planning needs and to discuss ideas for the further roll-out of the RSEP Programme. The Programme Office subsequently completed three research initiatives at the request of the municipality, including a land use survey in Middelpoos, a vehicle count at schools in Diazville and a survey of taxi routes in Diazville.

Implementation in Worcester, Breede Valley Municipality



Figure 10: Rugby game in action on new roll-on lawns in Worcester (Source: C. Smal, May '16)



Figure 11: Children playing on new jungle gyms in Worcester (Source: C. Smal, Dec. '16)



Figure 12: Two children look on as the sports court is developed in Worcester (Source: C. Smal, Dec. '16)



Figure 13: Netball game in action on new multi-purpose sports courts in Worcester (Source: C. Smal, Dec. '16)



Figure 14: New BMX Track in Roodewal, Worcester



Figure 15: Water standpipe and clothes washing point in Zwelethemba, Worcester

Implementation in Vredenburg, Saldanha Bay Municipality



Figure 16: Wesbank Gateway Concept Plan, Vredenburg



Figure 17: Conceptual Designs for the Wesbank Active Box and Live-work Units in Vredenburg (developed by Urban Concepts)



Figure 18: Construction of the Active Box and landscaping underway in Vredenburg



Figure 19: Conceptual designs for the Kooitjieskloof Splash Park in Vredenburg (developed by Urban Concepts)



Figure 20: Construction of the Kooitjieskloof Splash Park underway in Vredenburg

Implementation in Malmesbury, Swartland Municipality



Figures 21 & 22: Mature trees planted along Alfa Street in Malmesbury



Figures 23 & 24: N7 Bridge and underpass (southern) under construction in Malmesbury, which will provide a vehicular and pedestrian link across the N7



Figure 25: Recreational node currently under construction along Alfa Street in Malmesbury

4. PROGRAMME PERFORMANCE: PROGRESS MEASURED AGAINST INTERNAL INDICATORS AND TARGETS

The RSEP/VPUU Programme's performance is also internally measured against a set of indicators and targets, as outlined in the Programme's Project Inception Document. These indicators and targets align to the Eight Streams of the Programme, as seen in Figure 26 below. To be clear, the Programme Office is not required to report on these indicators and targets in terms of the APP; it should rather be seen as a framework for the Programme Office to internally and informally measure progress on work done in the respective streams. For each stream, a narrative is included, which provides a general and more detailed explanation of the reported progress. Some of the indicators were adjusted slightly to account for recent developments in the Programme.



Figure 26: The RSEP/VPUU Programme Eight Streams

Table 2: Progress according to the internal Indicators and Targets for the RSEP/VPUU Programme

ALIGNMENT TO 8 STREAMS	KEY PERFORMANCE INDICATORS		OVERALL TARGET	TARGET (2016/17)	ACHIEVED
Stream 1: Urban upgrading and safety	1.1.	No. of municipalities benefitting from urban upgrading and safety interventions	All 6 RSEP/VPUU municipalities starting from 2015/16 to Sept. '18	6 munic.	6 munic.
	1.2.	Amount of Provincial RSEP funding transferred to the 3 RSEP municipalities for projects involving actual implementation or construction (in Rands)	At least R 52.5 million by Sept. 2018	R 15 million	R 26.5 million
	1.3.	Amount of VPUU funding transferred for projects involving actual implementation or construction in the 2 VPUU local municipalities (in Rands)	At least R 18 million by Sept. 2018	R 7.5 million	R 2.9 million
NARRATIVE OF PROGRESS:					
RSEP: Generally, most of the projects identified and being implemented in the RSEP municipalities speak to this stream although the projects are also often addressing Stream 2 (Urban Restructuring). In total,					

ALIGNMENT TO 8 STREAMS	KEY PERFORMANCE INDICATORS	OVERALL TARGET	TARGET (2016/17)	ACHIEVED	
	<p>28 projects with a total value of R 52 773 000 have been identified and approved for implementation. Projects completed during the reporting period include the following:</p> <ul style="list-style-type: none"> • Upgrading of two standpipes in Zwelethemba, Worcester; • Upgrading of four standpipes in Avian Park, Worcester; • Development of jungle gyms in Avian Park, Zwelethemba, Riverview and Roodewal, Worcester; • Development of a BMX track in Roodewal, Worcester; • Construction of a multi-purpose sports court (netball, basketball and 5-a-side soccer) in Avian Park, Riverview, Zwelethemba and Roodewal, Worcester; • Development of two activity recreational nodes in Malmesbury. <p>VPUU: Spending on actual implementation in the two VPUU municipalities has been slow initially owing to intensive community participation, project prioritisation and planning processes. During this financial year, the VPUU NPC focused on the development of Public Investment Frameworks for Paarl East and Villiersdorp, and these frameworks identify the strategic infrastructure projects for implementation. Implementation of these strategic infrastructure projects is, therefore, due to gain momentum during the next financial year, and spending is also expected to increase dramatically.</p>				
Stream 2: Urban Restructuring	2.1.	Progress on the investigation / analysis of four towns, and the development of model(s) to understand and improve structure and functionality	100% complete by 2016/17	1 model: 100% complete	1 model: 100% complete
	2.2.	No. of municipalities that have developed implementation plans or targeted outcomes based on the Reconstruction Framework (model)	5 RSEP/VPUU municipalities by Sept. 2018	2	0
	2.3.	No. of municipalities that have initiated physical projects aimed at urban restructuring	5 RSEP/VPUU municipalities by Sep. 2018	5	5
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP: The Programme Office continued to develop the RSEP Reconstruction Framework for the identification of pro-poor projects in the context of spatial reconstruction. This Framework was conceptualised during the previous reporting period, and it was tested through a 'dry-run' exercise by applying the Framework to several towns in the Western Cape. During this reporting period, the Framework was presented to and received feedback from a number of audiences. During the period from November 2016 to February 2017, the Framework was applied "live" in three municipalities. The Reconstruction Framework has become the 'model' to understand and improve town structure and functionality (Indicator 4.1). Owing to the timing of the approval of the Cabinet submission, there are no implementation plans or outcomes based on the application of the Reconstruction Framework in any of the municipalities as yet. This will be a priority in the upcoming year as the RSEP Programme is rolled out to new towns and new municipalities.</p> <p>As mentioned in the previous report, some projects are already orientated towards urban restructuring, for instance the Vredenburg Wesbank Gateway project, which is a sub-component of the planned Government Precinct. Projects planned in Malmesbury also speak to restructuring as well as the planned redevelopment of the commercial node and corridor in Zwelethemba, Worcester.</p> <p>VPUU: The projects being planned in both Paarl East (Drakenstein Municipality) and Villiersdorp (Theewaterskloof Municipality) are reaching the stage where detailed designs have been completed or are almost completed. The completed Paarl East Public Investment Framework (PIF) is underpinned by the principle of creating a 'Zone of Integration' between Paarl East and West. Furthermore, the Groenheuvel House of Learning is intended to become a magnet for residents from across Paarl East</p>				

ALIGNMENT TO 8 STREAMS	KEY PERFORMANCE INDICATORS	OVERALL TARGET	TARGET (2016/17)	ACHIEVED	
	<p>and even the broader Paarl community. Similarly, the Youth and Lifestyle Centre at New Orleans Secondary School aims to attract youth from the whole of Paarl East.</p> <p>The main infrastructure projects planned for Villiersdorp are focused along Buitenkant Street – an area where the municipality has previously struggled to unlock opportunities. While the main interventions will be located along this street, the VPUU NPC has pursued a planning approach that considers the whole of Villiersdorp, with the goal to achieve integration between the lower income and higher income residents of the town.</p> <p>In sum, projects aimed at urban restructuring have been initiated in five RSEP/VPUU municipalities (Breede Valley, Drakenstein, Saldanha Bay, Swartland and Theewaterskloof).</p>				
Stream 3: Social Cohesion and Inclusion	3.1.	No. of municipalities with CAPs/Project Lists developed through community participation processes	5 RSEP/VPUU municipalities starting from 2015/16 to Sept. 2018	5	5
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP: As mentioned in the previous Review Report, all three RSEP municipalities have approved project lists that were developed through different community participation processes.</p> <p>VPUU: The CAPs for Paarl East (Drakenstein) and Villiersdorp (Theewaterskloof) were approved during the previous reporting period and, during this reporting period, the CAPs were reviewed by all stakeholders, and priorities were collectively identified for 2017.</p> <p>For the second year running, community festivals to promote social cohesion were held in Villiersdorp and Paarl East on 17 September 2016 and 22 October 2016, respectively.</p>				
Stream 4: Social Cluster 'Crowding in'	4.1.	No. of Provincial line departments actively participating in and contributing to RSEP/VPUU-related engagements (at least 4 annually)	6 line departments annually until Sept. 2018	6	10
	4.2.	No. of municipalities with projects aimed at social development, e.g. ECD, MOD, youth, economic, safety, education, cultural and recreation, initiated or aided by the RSEP/VPUU Programme	All 6 RSEP/VPUU municipalities by Sept. '18	2	6
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP/VPUU: The following 10 Provincial line departments have attended at least four RSEP/VPUU engagements over the last year, namely:</p> <ul style="list-style-type: none"> - Department of Agriculture; - Department of Community Safety; - Department of Cultural Affairs and Sport; - Department of Economic Development and Tourism; - Department of Health; - Department of Human Settlements; - Department of Social Development; - Department of the Premier - Department of Transport and Public Works; - Western Cape Education Department (WCED). <p>It is positive to note that all Provincial departments were represented at the RSEP/VPUU Project Steering Committee (PSC) meeting held on 19 May 2016. In addition, 12 of the 13 Provincial departments attended, and most presented at, the Partnering Workshop on 14 October 2016.</p> <p>The Programme Office again this year played a leading role to facilitate discussions and negotiations concerning the redevelopment of the former G.F. Jooste Hospital site in Manenberg, the development</p>				

ALIGNMENT TO 8 STREAMS	KEY PERFORMANCE INDICATORS	OVERALL TARGET	TARGET (2016/17)	ACHIEVED	
	<p>of a new regional hospital, the related rationalisation of schools programme as well as the conceptualisation of the Manenberg Youth and Lifestyle Campus. The Departments of Health, Education, Transport and Public Works, Community Safety, and the Department of the Premier are critical participants in this process.</p> <p>The Programme Office has continued to engage closely with the Department of Economic Development and Tourism (DEDAT) regarding the Swartland Box Park Project, and a number of workshops and engagements were held during the year. The Programme Office has also engaged with DEDAT about the potential for them to get involved in other projects.</p> <p>A number of one-on-one meetings were arranged with various line departments, including:</p> <ul style="list-style-type: none"> - A meeting with Dept. of Transport and Public Works to discuss specific matters relating to school sites in Piketberg, Darling and Touwsrivier as well as access issues in Vredenburg; - A meeting with WCED to discuss proposed sites for new schools in Piketberg and Darling, and to establish a closer relationship with WCED's Infrastructure Planning unit; - A meeting with DoCS to discuss developing a closer relationship and opportunities for collaboration, particularly in the RSEP municipality. <p>In Drakenstein Municipality, the Department of Health continues to drive the PSG3 Integrated Service Delivery Model, recently renamed to "Better Spaces".</p> <p>Representatives of the Department of Community Safety and the Department of Social Development have been very committed to attending the monthly Area Coordinating Team (ACT) meetings in both Drakenstein and Theewaterskloof, and the Department of Agriculture, via the Comprehensive Rural Development Programme (CRDP), continues to regularly attend the Theewaterskloof ACT meetings.</p> <p>Regarding Indicator 4.2, all six RSEP/VPUU municipalities have initiated projects aimed at social development although the focus may vary between municipalities.</p>				
Stream 5: Integrated Planning-led Budgeting	5.1.	No. of new systems developed and/or existing WCG transversal initiatives improved to support integrated planning and enhance planning-led budgeting	2 systems / initiatives by Sept. 2018	1	0
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP: The Programme Office kept abreast of recent developments with regards to joint and integrated planning and attended PG MTEC meetings with different departments and also took part in PSG3 and PSG4 workgroups. The RSEP/VPUU Programme is a sub-project within PSG4 and the Programme Office is responsible for reporting progress on BizProjects. The Programme Office also attended and contributed to the Technical Integrated Municipal Engagements, on behalf of DEA&DP, for Witzenberg and Breede Valley Municipalities. There will be greater emphasis on this Stream in the upcoming financial year.</p>				
Stream 6: Regional Projects & Research	6.1.	No. of regional projects undertaken or funded with draft reports	3 regional projects by 2017/18	1	1
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP: The Greater Cape Metro Regional Spatial Implementation Framework (RSIF) is being funded by the RSEP Programme, and the Programme Office has continued to actively participate as a key stakeholder in the Intergovernmental Steering Committee and Project Management Team. The project should be almost complete by the end of March 2017.</p> <p>The Programme Office has also become involved in the formulation of the Greater Saldanha RSIF as well as the Southern Cape RSIF and Eden District Spatial Development Framework. As with the Greater Cape Metro RSIF, these projects are being driven by the Directorate: Spatial Planning but, unlike the Greater Cape Metro RSIF, they are not being financially supported by the RSEP Programme.</p>				

ALIGNMENT TO 8 STREAMS	KEY PERFORMANCE INDICATORS		OVERALL TARGET	TARGET (2016/17)	ACHIEVED
Stream 7: Innovative GIS & Spatial Info	7.1.	No. of new or innovative maps or GIS-based models developed	3 maps or models by 2017/18	1	1
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP: The Programme Office was instrumental in enabling the setup of ArcGIS onto its PCs and has since been able to further develop the 'One Map per Town' series of fine-scale census-derived maps, overlaying income over density. These maps are being used to support our own initiatives but also specifically the Dept. of Health in terms of planning for clinics.</p> <p>The Programme Office, in addition to the VPUU NPC, is actively contributing to spatial information-sharing exercises.</p>				
Stream 8: Training, Advocacy & Change of Mind-sets	8.1.	No. of presentations / meetings involving DEA&DP and the 6 RSEP/VPUU municipalities and/or external organisations	24 presentations / meetings by 2017/18	8	16
	8.2.	No. of new municipalities involved or trained in the RSEP and/or VPUU approach	At least 6 municipalities by 2017/18	2	2
	<p>NARRATIVE OF PROGRESS:</p> <p>RSEP/VPUU:</p> <p>Meetings/engagements: A high number of meetings and engagements were held during the reporting period, which were used as platforms to share lessons, ideas, achievements and challenges. Some of the highlights of the year are as follows:</p> <ul style="list-style-type: none"> - 19 May 2016: RSEP/VPUU Project Steering Committee Meeting; - 4 July 2016: SAPI's 7th Planning Africa Conference; - 7 September 2016: SALGA and RSEP/VPUU Partnership Meeting; - 20 September 2016: <i>Shaping the Future</i> seminar hosted by the Stellenbosch School of Public Leadership; - 11 October 2016: Presentation to the Premier; - 14 October 2016: Partnering Workshop in collaboration with SALGA; - 21 October 2016: Presentation to DEA&DP's PLANCOM; - 2 November 2016: South African-German Development Cooperation (KfW) in the field of Violence Prevention Information Exchange and Strategic Discussion hosted by National Treasury and the KfW in Pretoria; - 6 December 2016: Special meeting entitled 'Upgrading Experience in Columbia' presented by Francesco Maria Orsini of Medellin, Columbia; - 26 August 2016, 8 December 2016 & 24 February 2017: Three RSEP Project Managers' Meetings; - 10 August 2016 and 2 February 2017: Two VPUU 6-Month Review Meetings with DEA&DP, VPUU NPC and Theewaterskloof; - 31 August 2016 and 23 February 2017: Two VPUU 6-Month Review Meetings with DEA&DP, VPUU NPC and Drakenstein. <p>Partnerships: DEA&DP, via the RSEP/VPUU Programme, has developed a formal partnership with the SALGA Small Town Regeneration Programme. A number of partnership meetings were held between the two organisations during the reporting period, and the Programme Office also collaborated with SALGA to organise the Partnering Workshop. The Programme Office has also developed a stronger partnership with the Western Cape Economic Development Partnership (WCEDP) who facilitated one of the sessions during the Partnering Workshop.</p>				

ALIGNMENT TO 8 STREAMS	KEY PERFORMANCE INDICATORS	OVERALL TARGET	TARGET (2016/17)	ACHIEVED
	<p>Municipal training: The emphasis in terms of municipal training has evolved to focus more on 'experiential training' whereby municipalities will 'learn by doing' and, in this case, by taking part in the application of the Reconstruction Framework to their contexts. Of the three existing RSEP municipalities, Swartland and Breede Valley have benefitted from Reconstruction Framework workshops. A workshop with Saldanha Bay Municipality is still due to happen once the new Municipal Manager has been appointed.</p> <p>In terms of new municipalities, Bergvliet and Witzenberg Municipalities have been exposed to the RSEP approach. Bergvliet Municipality has participated in a workshop facilitated by the Programme Office to apply the Reconstruction Framework to Piketberg, their selected town for the roll-out of the RSEP Programme.</p> <p>The VPUU NPC, through the ACT meetings, is continuously training municipal officials in the VPUU methodology through 'experiential training'; however, no new municipalities have been trained in the VPUU approach.</p>			

5. PROGRAMME PERFORMANCE: RESOURCES USED AGAINST ALLOCATED BUDGET

The RSEP/VPUU Programme had an allocated budget of R 38 800 000 for the 2016/17 financial year. The actual amount spent is R 38 369 000, which indicates under-spending of R431 000, or 1% under-spending of the total budget¹. See Table 3 for a break-down of the actual spending in relation to the planned budget per quarter.

The slight under-spending in Quarter 1 (Q1) was due to the delayed processing of an invoice and payment to the consultant. This under-spending was then offset by over-spending in Quarter 2 (Q2). Spending increased dramatically in Q2 as grant funding amounting to R12 million was transferred to the three RSEP municipalities (equating to R4 million per municipality). Project implementation started to gain momentum during Q2 as the municipalities were able to award various contracts after lengthy procurement processes.

Most of the under-spending occurred during Quarter 3 (Q3) primarily as a result of the fact that the planned transfer payment to the three RSEP municipalities, which amounted to R14.5 million was delayed until Quarter 4 (Q4). This was due to the municipalities not being ready to receive the additional grant funding owing to further delays in their procurement processes and, thus, delays in project implementation. Consequently, the under-spending in Q3 was offset by over-spending in Q4, which brought the actual spending for the financial year almost on par with the projected spending.

Under-spending within the operational portion of the budget accounted for most of the remaining budget under-spending. This was primarily as a result of the fact that the Programme Office intended to organise additional events, for example, a Project Steering Committee meeting and/or another Partnering Workshop or seminar, before the end of the financial year. The intention was to include the new municipalities in these events; however, this was not possible owing to the timing of the Cabinet decision in February 2017.

Table 3: The 2016/17 Budget for the RSEP/VPUU Programme

	2015/16 RSEP/VPUU BUDGET	
	Planned Budget (R)	Actual Spent (R)
Quarter 1 (Q1)	2 100 000	1 879 000
Quarter 2 (Q2)	14 000 000	15 319 000
Quarter 3 (Q3)	13 200 000	3 863 000
Quarter 4 (Q4)	9 500 000	17 308 000
TOTAL	38 800 000	38 369 000

¹ These figures may be subject to change slightly as the report was submitted prior to the closing of the financial year.

6. CONTINUED EFFICIENCY, EFFECTIVENESS AND RESPONSIVENESS

6.1. Challenges and lessons learned

This section covers some of the challenges and lessons learned during the 2016/17 financial year but also builds on the preliminary lessons learned identified in the previous Annual Review Report for 2015/16.

In order to discuss and capture some of the lessons learned during the implementation of the RSEP Programme, the Programme Office facilitated a lessons learned workshop with the three RSEP Municipal Project Managers on 24 February 2017. This provided the Project Managers with a platform to collectively identify lessons learned but also to identify some of their challenges and obstacles, and to devise recommendations to address these. It is notable that most of the issues raised related to challenges or obstacles at the municipal level as this is where “the rubber meets the road”.

Some of the challenges and lessons captured below apply specifically to the RSEP Programme while others apply more broadly to both the RSEP and VPUU Programmes.

1. With regards to the RSEP municipalities, the Programme Office is considered adequately capacitated and the municipalities generally feel well-supported. The municipalities noted a few areas for improvement:
 - There are no technical experts in the Programme Office that can assist the municipalities with designs and engineering advice, and the municipalities proposed the appointment of a technical expert or creation of a ‘Pool of Experts’ that the municipalities can utilise for projects without going through their internal procurement processes.
 - The crowding-in of sector departments needs to be improved in order to maximise impact in the RSEP municipalities.
 - The municipalities require greater assistance with community participation.
2. With regards to the RSEP municipalities, there are a number of factors that lead to delays in the spending of earmarked funds and, therefore, delays in the implementation of projects. It is a matter of urgency that these factors are addressed. Some of the issues are as follows:
 - There are delays in the shifting of funds between approved projects as these shifts require the approval of the RSEP/VPUU Project Adjudication Committee. In order to address these delays, the municipalities proposed that the roles and responsibilities of the Adjudication Committee be delegated to the Programme Office.
 - The municipalities are unable to access roll-over grant funding from 1 July until December or even January the following year when Provincial Treasury approves the roll-over. This means that the municipalities are left with less than six months to spend that funding before the end of the municipal financial year.
 - The procurement processes at the municipalities are cumbersome.
3. The operation and maintenance (O&M) of new facilities constructed continues to be a challenge for the municipalities as the project budget tends to be allocated towards the capital cost, and the resource requirements for O&M then become a burden on municipal finances. Thus, projects should be implemented that require low or no maintenance and,

in cases where there are resource requirements for O&M, the municipalities should include this in their SDBIPs. The municipalities can also consider innovative solutions to resource limitations, such as getting the private sector more involved in the maintenance of projects and public spaces and/or considering *quid pro quo* arrangements for O&M, for example, by appointing a facility caretaker who is provided with free accommodation in exchange for managing and maintaining the facility.

4. In the wake of the local government elections in August 2016, there has been a change in the political leadership (e.g. Mayor and Councillors) and administration (e.g. Municipal Manager) in some of the RSEP/VPUU municipalities. This has led to a lack of continuity in decision-making and, in some cases, a lack of buy-in to approved RSEP/VPUU projects. These dynamics can be addressed by briefing the new Councils and Municipal Managers about the RSEP/VPUU Programme and the approved projects immediately after their appointment in the respective municipalities. It is important to involve these role-players in future seminars or workshops to ensure the buy-in.
5. It is critical that officials do not consider RSEP and/or VPUU-related work to be 'additional' work that is not part of their core business. It is, therefore, very important that the Programmes are well aligned with the municipal IDPs, SDBIPs and performance management systems. The Municipal Project Managers sometimes face challenges regarding lack of support from their sister departments, or there may be issues with internal coordination and communication. It is recommended that the RSEP/VPUU Programme should be a standing item on the agenda of the Municipal Manager's Management Meeting to improve internal communication and coordination.
6. The RSEP/VPUU Programme needs to improve communication of achievements and marketing of the Programme in order to raise its profile.
7. It is very positive that, through the RSEP/VPUU Programme, the participating municipalities are grappling more and more with their responsibilities towards marginalised communities.
8. There are no 'one-size-fits-all' solutions and community dynamics need to be considered.

6.2. Way forward and planned future roll-out

In DEA&DP's Annual Performance Plan for 2017/18, the target for the number of municipalities within which the WCG RSEP/VPUU Programme is implemented increases from six to nine municipalities. Thus, the focus for the upcoming financial year will primarily be continuing implementation in the six existing beneficiary municipalities as well as starting to implement in at least three new municipalities. This is described further in the sub-sections below.

i. Continuing implementation in six existing beneficiary municipalities:

During the upcoming financial year (2017/18), implementation of the RSEP Programme will continue as envisaged in the three existing beneficiary municipalities (Breede Valley, Saldanha Bay and Swartland) in the towns of Worcester, Vredenburg and Malmesbury, respectively. As demonstrated in the report, implementation of projects is well underway and it is likely that the momentum will continue to build in the following year. An amount of R9.85 million is available for implementation in the three towns (Worcester, Vredenburg and Malmesbury), as per the current programme budget.

In addition to continuing implementation in the above three towns, the RSEP roll-out can officially commence in the three additional RSEP towns in the existing RSEP municipalities, namely:

Touwsrivier (Breede Valley Municipality), Saldanha Bay (Saldanha Bay Municipality) and Darling (Swartland Municipality), as per the Cabinet Resolution (dated 8 February 2017). Owing to the existing strong relationships with the municipalities, the Programme Office has commenced with preliminary work, and it is anticipated that, in the following year, work in these new towns will focus on analysis, stakeholder engagements, planning, and identification of one or two possible projects.

Implementation of the VPUU Programme in the Drakenstein Municipality, Theewaterskloof Municipality and the City of Cape Town will continue in line with the approved Community Action Plans (CAP). Implementation will focus on the CAP priorities for 2017, as identified in the Annual CAP Review for each Safe Node Area. Spending on infrastructure projects is expected to increase significantly in Paarl East (Drakenstein Municipality) and Villiersdorp (Theewaterskloof Municipality) following the development of the Public Investment Frameworks and the identification of three main infrastructure projects per area.

ii. Roll-out to seven additional municipalities:

As already mentioned, Provincial Cabinet also approved the extension of the RSEP Programme to seven additional municipalities (Witzenberg, Stellenbosch, Bitou, Mossel Bay, Cape Agulhas, Prince Albert and Bergrivier). This process was initiated in May 2016 when the DEA&DP HOD distributed a circular inviting local municipalities to express their interest in becoming part of the RSEP Programme. In this circular, the municipalities were offered a choice of three initiatives. A short description of these initiatives is provided below:

Initiative Option 1: Spatial Reconstruction and Development (limited to one town):

This initiative would involve identifying a priority town within the municipal area, and applying the newly developed *RSEP Reconstruction Framework* to promote a pro-poor and community-centred methodology. The *Reconstruction Framework* builds on the experience of implementing the RSEP and VPUU in five municipalities since 2014.

Through the application of the Framework, the following elements of a town will be investigated, amongst others: areas with high levels of poverty; pedestrian routes from these areas to town centres; satellite nodes in these areas; large under-utilised tracts of land separating areas of the town and how these can be properly developed; and opportunities for integration and “stitching the town together”.

The envisaged outcome of this initiative is to identify viable projects that support the development of under-serviced neighbourhoods and the general reconstruction and integration of the selected town.

Initiative Option 2: Settlement-based Integrated Planning (all towns):

The second initiative entails applying a hybrid between the integrated settlement-based planning approach developed by the Development Bank of Southern Africa (DBSA) and the Infrastructure and Growth Plan (IGP) methodology, as applied jointly in municipalities by the Department of Local Government and DEA&DP. This hybrid approach aims to promote an inter-departmental and transversal understanding of a town or settlement-related development priorities.

The envisaged outcome of this initiative is a series of constructive engagements / workshops between municipal departments, facilitated by the Programme Office. From these engagements, maps of each town and a narrative of the discussion will be provided to the municipality. This option will, therefore, focus on all towns in a municipality.

It is also envisaged that the process will be a useful vehicle in starting to prepare for the new five-year IDP cycle and to promote integration between the SDF, IDP, Human Settlement Plans and Infrastructure Plans.

Initiative Option 3: 'Whole-of-Government' Plan (all towns):

This initiative would also be settlement-based but would focus primarily on all infrastructure provided by Provincial Government. The focus would be on all facilities planned or recently completed in all towns in the municipality, identifying opportunities for synergy, reprioritisation and identifying gaps. The work will be spatially contextualised; in other words, it will be linked to the areas where the needs are greatest and will require a spatial planning and quantitative approach, including SDFs and housing plans/pipelines.

The envisaged outcome of this initiative is improved clustering of facilities to create safe and compact precincts and considering the location of facilities in relation to spatial growth patterns in towns. Therefore, the outcome is an improvement of facilities planning in general, which will have implications for Provincial line departments and also for communities. This option will also focus on all towns in a municipality.

As seen in Table 4 below, all of the municipalities selected *Initiative Option 1: Spatial Reconstruction and Development* with the exception of Bitou and Mossel Bay Municipalities that selected Initiative Options 2 and 3, respectively.

Table 4: Initiative and town selected by the seven new municipalities

LOCAL MUNICIPALITY	INITIATIVE SELECTED	TOWN SELECTED (if applicable)
Bergrivier	1: Spatial Reconstruction & Development	Piketberg
Bitou	2: Settlement-based Integrated Planning	All towns
Cape Agulhas	1: Spatial Reconstruction & Development	Bredasdorp
Mossel Bay	3: 'Whole-of-govt.'	All towns
Prince Albert	1: Spatial Reconstruction & Development	Prince Albert town
Stellenbosch	1: Spatial Reconstruction & Development	Stellenbosch & Jonkershoek
Witzenberg	1: Spatial Reconstruction & Development	Ceres

Now that approval of the Cabinet submission has been obtained, the Programme Office can officially commence with the development of a roll-out plan. The intention is to stagger the roll-out to new municipalities over the next two years according to available technical resources and budget. It is foreseen that the Programme will be extended to an additional three or four municipalities in the next financial year (2017/18). Once confirmed, the roll-out plan will be communicated to the relevant municipalities. In the interim, the municipalities have been requested to designate a RSEP Project Manager who will serve as the contact person between the WCG and the Municipality. It will also be necessary for DEA&DP to draft an Implementation Protocol (IP) for each of the new Municipalities. The IP will specify the roles and responsibilities of the WCG and the Municipalities, respectively, and it will need to be signed by both parties.

Although a small amount of grant funding may be made available for the implementation of one or two projects in the new municipalities, it should be noted that it is ultimately about the

methodology and approach that should be applied, and less about the funding. It is anticipated that, during the next year, the focus will be on planning and identification of possible projects. The municipality will be the implementing authority, with the WCG (specifically DEA&DP) being responsible for oversight. The process of collaboration between the WCG and the Municipalities may, however, result in projects that the Municipalities plan to fund themselves or obtain co-funding from other sources, including the private sector.

In order to initiate an exchange of knowledge between the existing three RSEP Municipalities and the new RSEP Municipalities, the Programme Office plans to arrange a seminar, which will involve politicians, officials and the relevant councillors to ensure that there is buy-in at all levels to the RSEP approach and thinking. Bearing in mind that there has been a change in political leadership and administration in some of the existing RSEP/VPUU municipalities, it will also be necessary to invite newly appointed Municipal Managers and councillors to the seminar to ensure that there is buy-in to approved projects.

iii. Supporting efforts to secure additional donor grant funding for extension of VPUU Programme

In addition to extending the lifecycle of the RSEP Programme, DEA&DP will also endeavour to enable the extension of the VPUU Programme beyond June 2018 if additional donor grant funding can be secured. DEA&DP will, therefore, support the VPUU NPC in its efforts to secure this additional funding from the German Government, German Development Bank and/or any other appropriate donor institution(s).

iv. Institutionalisation and longer term sustainability of the RSEP/VPUU Programme

In accordance with one of the recommendations supported in the Cabinet submission, the Programme Office, in consultation with the MEC and HOD, will prepare a report on the longer term sustainability and institutionalisation of the RSEP/VPUU Programme.

v. Roll-out of the Integrated Urban Development Framework (IUDF)

As mentioned already in the report, DEA&DP has been nominated as the WCG's lead department in coordinating the implementation of the provincial roll-out of the Integrated Urban Development Framework (IUDF), and for the roll-out of the IUDF to overlap with the implementation of the RSEP/VPUU Programme. The Programme Office will, therefore, become increasingly involved in or possibly drive this process of implementing the IUDF in the Western Cape.

7. CONCLUSIONS AND SUMMARY

This report has sought to capture some of the main achievements of the RSEP/VPUU Programme and to provide an overview of work undertaken during the reporting period (2016/17 financial year). The report has shown that the RSEP/VPUU Programme is being implemented successfully in the six RSEP/VPUU municipalities. While there are challenges, a number of lessons are being learned through the implementation process, and it is intended that these lessons will influence future projects and/or future phase(s) of the Programme, which will gain momentum in the next financial year (2017/18). By identifying these challenges and deficiencies during the course of the implementation of the Programme, it provides an opportunity to identify possible remedies to resolve these issues.

In the current context of financial austerity within the Western Cape, and South Africa in general, there is greater impetus to "do more with less" and the RSEP/VPUU Programme possesses a number of strengths, which enable DEA&DP to practically contribute towards spatial transformation and reconstruction. The RSEP/VPUU Programme is in a position in which it has earmarked funding until at least March 2020 thus ensuring that there is financial support for the practical implementation of projects that aim to drive social and spatial upliftment and reconstruction within selected towns.

In terms of continued **efficiency, effectiveness and responsiveness**, the Programme Office will address the following over the next three to six months:

- Ensure adherence to and implementation of the Management Plans in each of the RSEP municipalities, which guide the monitoring and evaluation of relevant projects;
- Support the RSEP and VPUU municipalities in undertaking initiatives to ensure that the RSEP/VPUU Programme continues to be supported, especially in cases where there has been a change in political leadership and administration following the local government elections;
- Develop and finalise a roll-out plan for the seven additional municipalities and additional town in the three existing RSEP municipalities, and communicate the plan to the relevant municipalities;
- Lay the foundation for implementation in the new municipalities, for example, by organising engagements to start building relationships with the Municipal Managers, designated RSEP Project Managers and other municipal officials;
- Organise a seminar to serve as a knowledge-sharing platform between existing and new RSEP/VPUU municipalities;
- Draft Implementation Protocols for the new municipalities;
- Continue discussions regarding municipal challenges with the operation and maintenance of new facilities built through the Programme;
- Continue to capture lessons learned and possible best practice examples;
- Continue to improve communication and raise the profile of the Programme through, for example, improving the RSEP/VPUU web portal and developing other communication material on an ongoing basis; and
- Explore mechanisms to strengthen partnerships with the WCG line departments, and form new partnerships with other potential partners, where relevant.

In conclusion, the RSEP/VPUU Programme continues to provide a platform for Provincial line departments, Municipalities and other stakeholders to work together, collaborate and implement projects at a local level in order to maximise investment and achieve maximum impact. In the coming financial year, there will also be greater focus on escalating lessons learned from working together at a local level to the provincial level in order to promote provincial inter-departmental planning and planning “better together”. This relates specifically to the clustering of facilities and identifying the optimal location for facilities relative to where the needs are greatest. Ultimately, one of the greatest values of the RSEP/VPUU Programme is encouraging government officials and professionals to shift their mind-sets and grapple with the critical challenges, including social and spatial segregation, exclusion, poverty and crime, and to formulate innovative approaches to address these challenges in their local context.