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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 |
| DEA&DP | Department of Environmental Affairs and Development Planning |
| ECD | Early Childhood Development |
| FET | Further Education and Training |
| 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 |
| KfW | Kreditanstalt für Wiederaufbau (German Development Bank) |
| KPI | Key Performance Indicator |
| LED | Local Economic Development |
| Mayco | Mayoral Committee |
| M&E | Monitoring and Evaluation |
| MTEC | Medium-term Expenditure Committee |
| MURP | Mayoral Urban Regeneration Programme |
| NPC | Not for Profit Company |
| O&M | Operation and maintenance |
| PID | Project Inception Document |
| PSC | Programme Steering Committee |
| PSDF | Provincial Spatial Development Framework |
| PSG | Provincial Strategic Goal |
| RSEP | Regional Socio-Economic Programme |
| SANRAL | South African National Roads Agency |
| SAPS | South African Police Service |
| SDBIP | Service Delivery and Budget Implementation Plan |
| SDF | Spatial Development Framework |
| SDG | Sustainable Development Goal |
| SNA | Safe Node Area |
| SNAC | Safe Node Area Committee |
| TWG | Technical Working Group |

| | |
|----------|--|
| VPUU | Violence Prevention through Urban Upgrading |
| VPUU NPC | Violence Prevention through Urban Upgrading Not for Profit Company |
| WCG | Western Cape Government |

1. INTRODUCTION

1.1. Purpose of report

The Department of Environmental Affairs and Development Planning's (DEA&DP) Annual Performance Plan (APP) 2015/16 determines that one of the targets for the Regional Socio-Economic Programme and Violence Prevention through Urban Upgrading Programme ("the RSEP/VPUU Programme") is to produce one annual review report by the end of the fourth quarter (Q4) of each financial year up until 2017/18.

This review report is the first review document produced for the Programme and covers the 2015/16 financial year (April 2015 – March 2016). The purpose of the annual review is to outline the main achievements and to measure the performance of the Programme against a number of factors, including:

- Measuring resources used against allocated budget; and
- Measuring progress against the targets set out for the 2015/16 financial year.

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 to start capturing the lessons learned, and these lessons can be fed into 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 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]). 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 mainly driven by the VPUU Non-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 Khayelitsha (Harare and Kuyasa), Gugulethu-Nyanga (GUNYA), Manenberg and Hanover Park.

The Regional Socio-Economic Programme (RSEP) was initiated by the Western Cape Government 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, namely Breede Valley, Saldanha Bay and Swartland Local Municipalities in which the focus towns are Worcester, Vredenburg and Malmesbury, respectively.

Provincial Cabinet designated the DEA&DP as the lead department and coordinator of the RSEP/VPUU Programme. A dedicated RSEP/VPUU Programme Office has been established within the Department and this team, in collaboration with the VPUU NPC, is responsible for ensuring that the two Programmes are successfully implemented. The RSEP/VPUU Programme benefits from grant funding from the KfW in addition to earmarked funding from Provincial Treasury.

1.3. Purpose of the RSEP/VPUU Programme

The RSEP and VPUU Programme 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. The Programme is, therefore, concerned with improving the daily experiences of the urban environment by the poor, 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 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

This section highlights the main achievements of the RSEP/VPUU Programme during the reporting period (2015/16 financial year).

2.1. Main achievements per programme

This section begins with a summary of the main achievements attained in the roll-out of the RSEP and VPUU Western Cape Programme, respectively, during the last year.

2.1.1. Regional Socio-Economic Programme

A total of 39 neighbourhood scale projects with a total project value of R 106 981 678 have been approved and are being executed at the three municipalities (Breede Valley, Swartland and Saldanha Bay) under the umbrella of the RSEP. Some of these projects are regarded as the co-funding responsibility of the municipalities and are fully or partially funded by the municipalities, the private sector, parastatals or other funders. A breakdown per municipality is as follows:

| | |
|----------------|---|
| Breede Valley: | 21 projects amounting to R 23 755 000 |
| Saldanha Bay: | 5 projects amounting to R 58 151 678 |
| Swartland: | 13 projects amounting to R 25 075 000 |
| <hr/> | |
| TOTAL: | 39 projects amounting to R 106 981 678 |

The Western Cape Government, through the RSEP, is providing funding for 28 of these projects as follows:

| | |
|----------------|--|
| Breede Valley: | 14 projects amounting to R 17 498 000 |
| Saldanha Bay: | 5 projects amounting R 17 450 000 |
| Swartland: | 9 projects amounting to R 17 825 000 |
| <hr/> | |
| TOTAL: | 28 projects amounting to R 52 773 000 |

The following amounts have been transferred to the municipalities as grant funding during the past financial year:

| | |
|----------------|--------------------|
| Breede Valley: | R 1 950 000 |
| Saldanha Bay: | R 3 850 000 |
| Swartland: | R 1 850 000 |
| <hr/> | |
| TOTAL: | R 7 650 000 |

Breede Valley Municipality has taken an approach that focuses on implementing several small, 'quick win' projects in order to begin gaining community buy-in for the Programme and to show the community that the RSEP is dedicated to implementing projects. Their approach is also closely linked to the municipal Integrated Development Plan (IDP) as many of the projects were identified in the IDP as priorities but were not budgeted for owing to limited municipal funds.

Saldanha Bay Municipality has taken a different approach as the municipality has only requested support for five fairly large projects following a nodal approach.

Swartland Municipality has taken a more mixed approach creating a balance between small, 'quick win' projects and larger projects that may have a more significant impact.

In all three RSEP Local Municipalities, the Programme is integrated into the municipal IDPs.

Meetings between the Programme Office and the RSEP Municipal Project Managers are being held on a scheduled quarterly basis. The meeting is rotated between the three RSEP municipalities and is often combined with site visits to the RSEP study areas and projects.

The Greater Cape Metro Regional Spatial Implementation Framework (GCMRSIF) is the first regional project being financially supported by the RSEP although the overall project management and monitoring is executed by the Directorate: Spatial Planning. The Programme Office actively participates as a key stakeholder in the Intergovernmental Steering Committee and Project Management Team.

Two pedestrian surveys were conducted in Vredenburg and Worcester, respectively, in order to determine priority pedestrian walkways and pedestrian desire lines. The survey conducted in Vredenburg was combined with a perception survey to determine pedestrians' perceptions of the conditions, facilities and services currently being provided along one of the main pedestrian routes from the CBD. The pedestrian survey in Worcester focused only on conducting a count of pedestrians in addition to counting taxis and buses along selected routes.

2.1.2. VPUU Western Cape Programme

The VPUU Western Cape Programme is being rolled out in the following areas:

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

Thus far, the VPUU Western Cape Programme has primarily seen successes in the implementation of social interventions, mainly in the field of Early Childhood Development (ECD), youth development and supporting youth-focused community projects through the Social Development Fund.

One transfer payment to the amount of R 500 000 was made to each of the VPUU Local Municipalities (Drakenstein and Theewaterskloof), which was allocated towards a specific priority project in each municipality.

Consistent monthly Area Coordinating Team (ACT) meetings are being held in Drakenstein and Theewaterskloof Local Municipalities, which has led to good collaboration between the different stakeholders, namely the local communities represented by the Safe Node Area Committees (SNAC), the municipalities, the WCG line departments and the VPUU NPC.

Local VPUU offices have been established in Drakenstein and Theewaterskloof Local Municipalities and are fully resourced following the appointment of a VPUU Municipal Project Manager, Nodal Coordinator, Nodal Facilitator and Administrator in both areas.

Community participation structures have been established and are functional in Drakenstein, Theewaterskloof and in certain focus areas in the City of Cape Town (GUNYA and Harare).

Routine monitoring and evaluation (M&E) systems have been set up in Drakenstein and Theewaterskloof Local Municipalities.

Community festivals to promote social cohesion were held in Drakenstein and Theewaterskloof Local Municipalities.

The VPUU NPC is actively involved in two Provincial Strategic Goals (PSGs) and associated Game Changers, namely:

- PSG 2: After School Game Changer (in Manenberg and Paarl East);
- PSG 3: Alcohol Harms Reduction Game Changer (with Paarl East, GUNYA and Khayelitsha being identified as priority areas for implementation).

In all three municipalities, the VPUU Programme is integrated in the IDP.

In the City of Cape Town, the major achievements have been the completion of a draft Public Investment Framework for Manenberg and conceptualisation of the Manenberg Youth and Lifestyle Campus. In addition, the local leadership forum called the Safe Node Area Committee (SNAC) was revived in Harare and a new SNAC was elected in GUNYA.

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 (hereinafter referred to as the Programme Office) in fulfilment of the 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 |
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| The Programme Office is sufficiently resourced in terms of staff with regards to current projects. However, more projects are being included and the process of identifying/selecting additional municipalities is underway. Thus, additional staff members will be appointed in due course to cope with the additional workload. |
| Three RSEP/VPUU documents were submitted and signed off by the HOD: DEA&DP: <ol style="list-style-type: none"> 1. Implementation and Governance Framework (1 October 2015 Revision); 2. Project Selection Framework (1 October 2015 Revision); 3. Monitoring and Evaluation Framework for Transfer Payments to Municipalities (1 October 2015). |
| Monthly liaison/coordinating meetings were initiated between the Programme Office and the VPUU NPC to create a platform for knowledge-sharing and discussion of strategic issues. |
| The Programme Office staff are consistently attending and reporting back on the monthly VPUU Area Coordinating Team (ACT) meetings in Drakenstein and Theewaterskloof Local Municipalities. |
| Three VPUU Phase 4 Quarterly Technical Meetings between DEA&DP, the City of Cape Town and the VPUU NPC were held during the reporting period, which provided a platform to address key issues and priorities at an intergovernmental level. |
| One Programme Steering Committee (PSC) meeting, chaired by the HOD: DEA&DP was held on 3 September 2015. The meeting was well-attended and provided a good platform to share lessons learned: <ul style="list-style-type: none"> - All five local municipalities participating in the Programme (Drakenstein, Theewaterskloof, Swartland, Breede Valley and Saldanha Bay) were represented with two of the Municipal Managers present (Swartland and Saldanha Bay); |

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| <ul style="list-style-type: none"> - All WCG line departments were represented and two HODs were present (Community Safety and Provincial Treasury); - The VPUU NPC also attended and contributed to the meeting. |
| <p>On 29 May 2015, the HOD: DEA&DP approved the first round of local projects submitted by the three RSEP Local Municipalities for WCG RSEP funding (21 projects approved amounting to a total of R 38 426 500).</p> |
| <p>On 31 July 2015, the HOD: DEA&DP approved three new and two revised projects submitted by Breede Valley Local Municipality for WCG RSEP funding (amounting to a total of R 755 000) in addition to the cancellation of two projects and shifting of funds between projects.</p> |
| <p>The RSEP/VPUU Project Adjudication Committee was established to evaluate the projects submitted for earmarked WCG RSEP/VPUU funding. The Committee was formalised with an approved Code of Conduct, Terms of Reference and Declaration of Interest signed by all members.</p> |
| <p>One RSEP/VPUU Project Adjudication Committee meeting was convened on 21 January 2016 in order to scrutinise new and revised projects submitted by the three RSEP municipalities.</p> |
| <p>On 23 March 2016, the HOD: DEA&DP (Acting) approved the recommendations by the Adjudication Committee for the approval of eight new projects and one revised project (amounting to R 19 788 000) submitted by the Breede Valley and Swartland Local Municipalities, respectively, for WCG RSEP funding.</p> |
| <p>Meetings between the Programme Office and the RSEP Municipal Project Managers are being held on a scheduled quarterly basis. The meeting is rotated between the three RSEP municipalities and is often combined with site visits to RSEP study areas and projects.</p> |
| <p>The Programme Office conducted site visits to all three RSEP municipalities on 4 and 5 June 2015. Representatives from the Department of Cultural Affairs and Sport and Department of Social Development as well as other DEA&DP officials accompanied the Programme Office. The RSEP Municipal Project Managers led the visiting team around the study areas and projects. The visits enabled other WCG line departments to realise potential opportunities for synergy with RSEP.</p> |
| <p>The HOD: DEA&DP and the Programme Office played a leading role in facilitating discussions and negotiations concerning the Manenberg G.F. Jooste Hospital redevelopment and its location, the related rationalisation of schools programme and the Youth and Lifestyle Campus.</p> |
| <p>FINANCIAL MANAGEMENT</p> |
| <p>The total allocation of R 8 650 000 for 2015/16 as per the Division of Revenue Act (DORA) was transferred to the five RSEP and VPUU Local Municipalities as follows:</p> <p style="padding-left: 40px;">Two transfer payments were made to the three RSEP Local Municipalities (Breede Valley, Saldanha Bay and Swartland) in the amount of R 7 650 000;</p> <p style="padding-left: 40px;">One transfer payment was made to the two VPUU Local Municipalities (Drakenstein and Theewaterskloof) in the amount of R 1 000 000 (R500 000 transferred to each municipality).</p> |
| <p>Approval of two KfW Disposition Fund withdrawal applications amounting to R 3 077 007 for funding VPUU projects in the three VPUU municipalities.</p> |
| <p>Approval of four withdrawal applications amounting to R 8 600 919 to reimburse the VPUU NPC for technical assistance:</p> <p style="padding-left: 40px;">R 2 773 953 transferred from KfW (German) funding;</p> <p style="padding-left: 40px;">R 5 826 966 transferred from Provincial Revenue Fund.</p> |

COMMUNICATION AND NETWORKING

A RSEP/VPUU Programme Brochure (endorsed by the Minister of Local Government, Environmental Affairs and Development Planning and HOD: DEA&DP) was developed and circulated to all stakeholders.

RESEARCH, LEARNING AND KNOWLEDGE-SHARING

The Programme Office organised and conducted a study tour on 11 November 2015 to three area-based development initiatives that are ongoing in the City of Cape Town, namely: Philippi Village, Kuyasa Regional Library Precinct and Lotus Park Neighbourhood Centre. The tour was mainly directed at officials in the Programme office, other DEA&DP officials, the RSEP and VPUU Municipal Project Managers, and the VPUU NPC.

The Programme Office held a knowledge-sharing session with Phuhlisani, a non-profit company, as background for the proposed study on seasonal workers and implications for growth of towns and service delivery (27 November 2015).

The Programme Office held an information-sharing session with Space Commercial Services Global Information (SCS-Gi) where they presented on the nature of their work, particularly with regards to potential links to the RSEP/VPUU Programme (3 December 2015).

The RSEP/VPUU Programme Manager gave a presentation on the Programme to DEADP's PLANCOM and EMCOM enrichment sessions.

The RSEP/VPUU Programme Manager was selected as the Chairperson of the PLANCOM meetings for the period: January to June 2016.

The RSEP/VPUU Programme Manager gave a presentation on the Programme at the WCG DEADP's 3rd Annual Sustainable Settlement Summit (1 February 2016).

2.3. Main achievements in the three VPUU Municipalities

The main achievements outlined for the three VPUU municipalities (Drakenstein, Theewaterskloof and City of Cape Town) have been achieved largely through collaborative work between the VPUU NPC, the participating municipalities, the local communities and the WCG line departments, with the support of the Programme Office.

VPUU MUNICIPALITIES

DRAKENSTEIN LOCAL MUNICIPALITY (PAARL EAST)

The Paarl East Safe Node Area Committee (SNAC) was elected in April 2015 as the platform for local leadership to engage with communities and with the provincial and municipal line departments. Regular SNAC meetings and meetings with broader local stakeholders are being held in addition to ongoing leadership training.

A local VPUU office has been established at the Thusong Centre in Paarl East and is fully resourced following the appointment of a VPUU Municipal Project Manager, Nodal Coordinator, Nodal Facilitator and Administrator.

The Paarl East Community Action Plan (CAP) was submitted to the Municipal Council and approved in-principle in August 2015.

Regular Area Coordinating Team (ACT) meetings are being held in Paarl East with good attendance by WCG line departments resulting in strong alliances between the municipality and the WCG Departments, particularly Departments of Health, Community Safety and Social Development. Commitment of municipal officials is improving.

Six youth-focused community projects have been supported by the Social Development Fund, which provides resources and support to the most deprived community groups who

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| typically cannot access formal funding streams. |
| A community festival to promote social cohesion was held in Paarl East on 15 August 2015 with approximately 1000 attendees. It was a joint effort between the VPUU NPC, the Drakenstein Municipality, the WCG and the Paarl East community. A number of WCG line departments were involved, namely the Departments of Health, Environmental Affairs and Development Planning, Social Development, Community Safety, and Cultural Affairs and Sport. All Social Development Fund recipients were also involved. |
| Implementation of the Alcohol Harms Reduction strategy has started in close partnership with the Department of the Premier and the Department of Community Safety. A neighbourhood watch group has been established and is being resourced as an accredited structure under the new Community Safety Act. |
| The municipality and the VPUU NPC jointly developed a concept for a project focusing on recycling and labour intensive solid waste collection for which the WCG's 2015/16 DORA allocation to Drakenstein Local Municipality will be utilised. |
| Routine monitoring and evaluation systems are in place: monthly household surveys by trained local residents commenced in July 2015, and the first annual household survey was conducted in September 2015. |
| The VPUU Programme is being promoted on a number of communication platforms, including the local newspaper, local radio, municipal newsletters and website. |
| Other projects in implementation with dedicated funding (according to the March 2016 CAP): <ol style="list-style-type: none"> 1. Development of a joint ECD Strategy in progress; 2. Development of a LED Action Plan complete with three active projects; 3. Initiatives to establish youth programmes; 4. Business training and support for entrepreneurial growth; 5. Skills development for youth and training programmes; 6. Livelihood support projects, including farmer development, community gardens, backyard gardens and partnerships; 7. Development of a Conceptual Urban Design Framework: <ul style="list-style-type: none"> - Draft proposal for Groenheuwel Library Park developed and approved in-principle by the Mayoral Committee (Mayco) for further investigation; - Draft proposal for Freedom Park developed through co-design workshop (agreed with Drakenstein Housing Department for 60% mixed use/public open space and 40% housing development); 8. Integrated safety plan has been developed and approved, and is being effectively driven by the WCG Department of Community Safety; 9. Parenting guidance and information sharing workshops aimed at teenage pregnancy. |
| The VPUU Programme is integrated into the municipal IDP (2015-2016 Review) and the Service Delivery and Budget Implementation Plan (SDBIP) (24 February 2016 Revision). |
| THEWATERSKLOOF LOCAL MUNICIPALITY (VILLIERSDORP) |
| The Villiersdorp Safe Node Area Committee (SNAC) was elected prior to April 2015. Regular SNAC meetings and meetings with broader local stakeholders are being held in addition to ongoing leadership training. |
| A local VPUU office has been established in Villiersdorp and is fully resourced following the appointment of a Nodal Coordinator, Nodal Facilitator and Administrator. |

Regular Area Coordinating Team (ACT) meetings are being held in Villiersdorp with increasing attendance by WCG line departments, particularly Departments of Community Safety, Education, Human Settlements and Agriculture.

10 youth-focused community projects have been supported through the Social Development Fund, which provides resources and support to the most deprived community groups who typically cannot access formal funding streams (1st call: 7 recipients; 2nd call: 3 recipients).

A community festival to promote social cohesion was held in Villiersdorp on 29 August 2015 with approximately 700 attendees. It was driven by the local community with the support of the Theewaterskloof Municipality, the VPUU NPC and a number of WCG line departments. All Social Development Fund recipients were involved.

The municipality and the VPUU NPC jointly decided that the WCG's 2015/16 DORA allocation to Theewaterskloof Local Municipality will be utilised for the completion of the new sports field.

There has been progress towards implementing the Alcohol Harms Reduction strategy although Villiersdorp is not a WCG priority site.

The Villiersdorp Community Safety Forum has been established.

A site has been identified for the planned Neighbourhood Centre, which will include the ECD resource centre, skills centre and a kick-about.

Routine monitoring and evaluation systems in place: monthly household surveys conducted since July 2015, and the first annual household survey conducted in October 2015.

There is increasing alignment between the reporting processes of the VPUU NPC and the municipality.

The VPUU Programme and VPUU-related events are being promoted on a number of communication platforms including local radio, social media and the municipal website. In addition, the municipal Communications Strategy to guide communications between the community and municipality has been updated and caters for VPUU-related communications.

Other projects in implementation with dedicated funding (according to the February 2016 CAP):

1. Development of an ECD strategy in progress, which focuses on community involvement and awareness around ECD, management of ECD facilities and resourcing ECDs through an ECD toy library and resource centre;
2. Development of a LED Action Plan complete with three active projects;
3. Youth development and training through the Chrysalis programme and supporting activities for sports and recreation;
4. Business support and training for entrepreneur growth, including the informal trader upliftment programme and construction-related training and support in order to capacitate the construction sector;
5. Livelihood strategies, including initiatives to encourage urban farmer development, community gardens, backyard gardens and partnerships; a site has been selected for the urban agriculture project;
6. Creating opportunities for community delivery of services through providing opportunities for EPWP, street cleaning programmes, establishing and adopting a clean parks programme, and initiating a recycling venture with the community;
7. Development of a Conceptual Urban Design Framework:
 - Co-design workshop focusing on the Buitenkant Precinct;

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| <ul style="list-style-type: none"> - Draft design for priority implementation projects: ECD resource centre, toy library and safe space; - Identifying and reviewing sites for public education; <p>8. Provision of public facilities and public open space including reviewing and planning use of the new sports field, upgrading illegal dumping grounds into public parks, and mobile clinic;</p> <p>9. Developing a safety strategy for vulnerable groups.</p> |
| The VPUU Programme is integrated into the municipal IDP (2015-2016 Review). |
| CITY OF CAPE TOWN (HARARE, GUGULETHU-NYANGA, MANENBERG, HANOVER PARK) |
| HARARE: |
| The Harare Safe Node Area Committee (SNAC) was revived. |
| Six community projects have been supported through the Social Development Fund in Harare. |
| A neighbourhood watch group has been established and is functioning in Harare. |
| Three City of Cape Town line departments are contributing financially to the operation and maintenance of facilities in Harare. |
| A Career Guidance Programme with UCT Career Services was piloted in Harare. |
| GUGULETHU-NYANGA (GUNYA): |
| A new SNAC was elected in GUNYA. |
| Implementation of the Alcohol Harms Reduction Strategy is underway in GUNYA. A neighbourhood watch group is in place, which will be one of the first groups to be accredited for funding and equipped under the new Community Safety Act. |
| Regular Technical Working Group (TWG) meetings are being held in GUNYA with representatives from a range of stakeholder groups. Leadership of the monthly TWG meetings is shared between the VPUU NPC and staff in the Mayoral Urban Regeneration Programme (MURP), which indicates joint responsibility for project implementation and progress in transitioning from an external service provider-led model to an internal delivery model managed and led by the City of Cape Town's line departments. |
| Two community projects have been supported through the Social Development Fund in GUNYA. |
| A LED Action Plan for GUNYA has been developed. |
| An Early Childhood Development (ECD) Registration Help Desk has been established in GUNYA. |
| MANENBERG: |
| The Community Action Plan for Manenberg has been completed and is endorsed by the local Steering Committee. |
| The Draft Public Investment Framework for Manenberg has been completed and is endorsed by the City of Cape Town. |
| The Manenberg Youth and Lifestyle Campus was conceptualised for which a budget allocation of R 29 million has been secured by the City for Phase 1. |
| Concept development for the redevelopment of the old GF Jooste Hospital site in Manenberg is underway. |
| HANOVER PARK: |
| The Community Action Plan for Hanover Park was finalised. |



1

VPUU: Community festivals to promote social cohesion

Figures 1 & 2: Paarl East Community Festival



2

Figures 3, 4 & 5: Villiersdorp Community Festival



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2.4. Main achievements in the three RSEP Municipalities

The main achievements outlined for the three RSEP Local Municipalities (Breede Valley, Saldanha Bay and Swartland) have been achieved mainly as a result of the collaborative work between the RSEP Municipal Project Managers and the municipal line departments, with guidance and financial, technical and operational support from the Programme Office.

| RSEP MUNICIPALITIES |
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| SWARTLAND LOCAL MUNICIPALITY (MALMESBURY) |
| The municipality established a RSEP Council of Stakeholders consisting of representatives of different organisations in the area. The process followed was influenced by the VPUU's process when electing their Safe Node Area Committees, which are the local leadership forums. |
| A tree planting and youth festival was held on Youth Day (16 June 2015), which initiated the implementation of the RSEP in Malmesbury. |
| The municipality completed implementation of three projects in 2015/16: <ol style="list-style-type: none"> 1. Installation of energy efficient lighting and improved pedestrian pathways in identified crime hotspots; 2. Placement of a refurbished container to serve as a police and neighbourhood watch contact point; and 3. Tree planting along pedestrian pathways combined with a tree planting festival and Youth Day celebrations. |
| Progress towards implementation of other projects: <ol style="list-style-type: none"> 1. Investigating and upgrading pedestrian links across the N7: investigation completed by SANRAL; design completed and construction started; 2. Development of activity recreation nodes with safe playgrounds, gym equipment, skate park and beautification projects: design completed and service provider in process of being appointed; and 3. Development of a commercial centre designed with fitted containers called the Box Park City: two studies commissioned by the Department of Economic Development and Tourism; both studies completed; way forward still to be discussed. |
| RSEP is fully institutionalised in the municipality and integrated into the municipal IDP, SDBIP and performance management system: <ul style="list-style-type: none"> - RSEP is identified as an intergovernmental initiative in the Third Revision of Swartland Municipality's IDP for 2012-2017 approved by Council on 28 May 2016; - RSEP is included in Swartland Municipality's 2015-2016 SDBIP as amended in February 2016 and approved by the Mayoral Committee (Mayco) on 10 February 2016. |
| BREEDE VALLEY LOCAL MUNICIPALITY (WORCESTER) |
| The RSEP Municipal Project Manager created public participation structures specifically designed for RSEP, which entailed a series of engagements with the local residents of the four suburbs within the RSEP focus area. A suburb-based approach to public participation was utilised as opposed to a ward boundary approach typically followed in the IDP process. Through the public participation process, the approved IDP priorities were used as a baseline to identify community needs and these priorities were further filtered and prioritised per suburb. The IDP priorities that were already included in the IDP budget were excluded. The communities were informed about the allocated RSEP budget as a way of managing expectations as well as coming up with implementable interventions. |

The Municipal Council approved the RSEP Portfolio of Interventions for the four RSEP suburbs in Worcester on 12 November 2015. The Council approved that the Portfolio of Interventions be accepted as representative of the RSEP specific needs of the communities; that the Portfolio of Interventions be aligned with the WCG's RSEP Management Plan; and used as the basis for the budgets of the municipality's own RSEP funding and grant funding received from the WCG.

The municipality has focused on implementing small, 'quick win' projects during the 2015/16 year in order to begin gaining community buy-in for the Programme and to show the community that the RSEP is dedicated to implementing projects.

The municipality completed implementation of 10 projects in 2015/16:

1. Upgrading of two standpipes in Zwelethemba;
2. Construction of a multi-purpose sports court (netball, basketball and 5-a-side soccer) in Avian Park;
3. Construction of a multi-purpose sports court (netball, basketball and 5-a-side soccer) in Roodewal;
4. Provision of waste collection points in Zwelethemba and Avian Park;
5. Construction of braai facilities in Zwelethemba, Riverview, Roodewal and Avian Park;
6. Development of a play park with a safe node including a SAPS contact point in Roodewal;
7. Development of jungle gyms in parks in Avian Park, Riverview and Zwelethemba (Roodewal still to be constructed);
8. Development of a BMX track provided in Avian Park;
9. Provision of lighting and other safety interventions in Avian Park; and
10. Completion of a Microdot marking project in Riverview.

Progress towards implementation of other projects:

1. Procurement underway for upgrading of two more standpipes in Zwelethemba and four standpipes in Avian Park (request for quote being advertised);
2. Procurement underway for construction of additional multi-purpose sports courts (netball, basketball and 5-a-side soccer) in Avian Park, Zwelethemba and Riverview (tender advertised but inadequate response);
3. Procurement underway for provision of community centres in Roodewal and Riverview (building plans have been submitted by architects for approval; tender for construction will be advertised after approval);
4. Planning underway for BMX track in Roodewal;
5. Planning underway for Zwelethemba commercial node and corridor development.

The Programme Office, in collaboration with the municipality, conducted a pedestrian count at eight stations in Worcester on 3 March 2016 in support of one of the approved RSEP projects (pedestrian walkways along identified desire lines in Avian Park, Riverview and Roodewal). Town Planners from other Directorates within the DEA&DP as well as local Chrysalis graduates currently placed in the municipality assisted with the count.

RSEP is integrated into the municipal IDP 2012 – 2017 and the SDBIP 2015/2016:

- In the Third Review of the 2015-2016 IDP, implementation of RSEP is considered one of the highlights that the municipality must strive to sustain.

SALDANHA BAY LOCAL MUNICIPALITY (VREDENBURG)

The RSEP/VPUU Programme Office, in collaboration with the municipality, conducted a pedestrian survey in Vredenburg on 6 and 7 August 2015. Town Planners from other Directorates within the DEA&DP as well as students from the West Coast FET College assisted with the survey.

Saldanha Bay Municipality has taken a different approach to the other two RSEP municipalities, particularly Breede Valley, as the municipality has requested support for five fairly large projects. Therefore, implementation is commencing slightly slower owing to the more intensive planning processes required.

The municipality commenced with implementation of one project in 2015/16:

1. Upgrading of the pedestrian corridor at the Wesbank Gateway: the LED units were constructed and handed over to tenants.

Progress towards implementation of other projects:

Planning and design processes are underway and progressing well for Saldanha Bay's four other approved projects:

1. Restoration of the old Vredenburg Station building;
2. Development of a LED and commercial hub in Witteklip;
3. Development of a LED and commercial hub in Ongegund/George Kerridge;
4. Development of a splash park.

The Programme Office officials attended the opening of the Wesbank LED units, which form part of the Wesbank Gateway project.

RSEP is integrated into the municipal IDP (2015/16 Revision of the IDP: 2012 – 2017)



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RSEP: Surveys and festival

Figures 6: Vredenburg pedestrian survey team

Figures 7 & 8: Youth Day and tree planting festival in Malmesbury



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RSEP: Urban upgrading and safety projects

Figure 9: Upgraded standpipes in Worcester

Figure 10: Waste collection points in Worcester

Figure 11: Braai facilities in Worcester

Figure 12: BMX track in Worcester

Figure 13: LED units forming part of upgrades to pedestrian corridor at Wesbank Gateway in Vredenburg

3. PROGRAMME PERFORMANCE

3.1. Performance measured according to resources used against allocated budget

The RSEP/VPUU Programme had an allocated budget of R 21 300 000 for the 2015/16 financial year. The actual amount spent is R 20 556 000, which indicates under-spending of R744 000, or 3.49% under-spending of the total budget. The under-spending mainly occurred during quarter 1 (Q1) primarily as a result of the fact that transfers could not be made to the municipalities until the necessary oversight mechanisms were in place, which included registering the municipalities on the Departmental Basic Accounting System (BAS) and obtaining required financial information from the municipalities, including original Section 38(1)(j) certificates from the Municipal Accounting Officers and completed Log17 forms.

The under-spending in Q1 was offset by over-spending in Q2 and Q3 as the necessary mechanisms were then in place to enable transfer payments to the municipalities. In Q2, the first transfer payments were made to the three RSEP municipalities in addition to transfers to the VPUU NPC for implementation of projects in the three VPUU municipalities.

Actual expenditure in Q3 was higher than planned as a result of second transfer payments being made to the three RSEP municipalities as the municipalities were making good progress with the implementation of approved projects. The 2015/16 DORA Allocation to Theewaterskloof Municipality (R 500 000) was also transferred during Q3.

Under-spending within the operational section 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 appoint service providers to undertake transversal studies/projects; however, it was decided that these studies should rather be conducted in-house, making use of the capacity and resources of the Programme Office and other Directorates within the Department where possible. Additionally, a further amount was intended to be used for casual staff to assist with surveys and other human resource intensive studies; however, this was not utilized as sufficient staff within the Department was made available to assist the Programme Office when necessary.

Table 1: The 2015/16 Budget for the RSEP/VPUU Programme.

| | 2015/16 RSEP/VPUU BUDGET | |
|-----------------------|---------------------------------|--------------------|
| | Planned Budget (R) | Actuals (R) |
| Quarter 1 (Q1) | 3 000 000 | 644 000 |
| Quarter 2 (Q2) | 4 000 000 | 6 423 000 |
| Quarter 3 (Q3) | 5 000 000 | 8 059 000 |
| Quarter 4 (Q4) | 9 300 000 | 5 430 000 |
| TOTAL | 21 300 000 | 20 556 000 |

3.2. Performance measured against indicators and targets

The RSEP/VPUU Programme's performance is measured against a set of indicators and targets, as outlined in the Programme's Draft Project Inception Document. These indicators and targets align to the eight streams of the Programme, and it provides the Programme Office with a basic framework to internally and informally measure and report on 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.

| ALIGNMENT TO STREAMS | 8 | KEY PERFORMANCE INDICATORS | OVERALL TARGET | TARGET (2015/16) | 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 7,65 million | R 7,65 million |
| | 1.3. | Amount of VPUU funding spent on projects involving actual implementation or construction in the 2 VPUU local municipalities (in Rands) | At least R 18 million by Sept. 2018 | R 0,5 million | R 0,5 million |
| <p>NARRATIVE OF PROGRESS:</p> <p>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, 28 projects with a total value of R 52 773 000 have been identified and approved for implementation. Projects completed during the reporting period are the following:</p> <ul style="list-style-type: none"> • Upgrading of two standpipes in Zwelethemba, Worcester; • Development of neighbourhood recreational facilities in Worcester, such as a BMX track, jungle gyms in play parks, multi-purpose sports courts and braai facilities; • Safety and neighbourhood improvement interventions in Worcester, including waste collection facilities, flood lights, a SAPS contact point and a microdot marking project; • Construction of LED units forming part of Wesbank Gateway project in Vredenburg; • Tree planting along pedestrian walkways in Malmesbury; • Safety interventions in Malmesbury, including placement of a refurbished container to serve as a police and neighbourhood watch contact point and installation of energy efficient lighting, and improved pedestrian pathways in identified crime hotspots in Malmesbury. <p>As expected, spending is initially slower pending municipal procurement processes. Spending on actual implementation will increase in the upcoming financial year. However, the target of R 7,65 million has been achieved.</p> <p>VPUU: The R 500 000 DORA allocation to Theewaterskloof Municipality was allocated towards the completion of a new sports field in Villiersdorp, which was identified as a key priority for both the community and the municipality. The R 500 000 allocation to Drakenstein Municipality was, on the other hand, allocated towards operational expenditure.</p> <p>Spending on actual implementation in the two VPUU Local Municipalities has been slow initially owing to intensive community participation, project prioritisation and planning processes.</p> | | | | | |

| ALIGNMENT TO STREAMS | 8 | KEY PERFORMANCE INDICATORS | OVERALL TARGET | TARGET (2015/16) | ACHIEVED |
|--|---|---|---|------------------|--------------|
| 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 and production of one report upon completion | 80% progress | 90% progress |
| | 2.2. | No. of municipalities that have developed implementation plans for urban restructuring | 5 RSEP/VPUU municipalities by Sept. 2018 | n/a | n/a |
| | 2.3. | No. of municipalities that have initiated projects aimed at urban restructuring | 3 RSEP/VPUU municipalities by Sep. 2018 | 1 | 5 |
| | <p>NARRATIVE OF PROGRESS:</p> <p>RSEP: As mentioned, some projects are already oriented to 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 re-design of the commercial node in Zwelethemba, Worcester.</p> <p>A key task that has been completed is the development of the RSEP Reconstruction Framework for the identification of pro-poor projects in the context of spatial reconstruction. During February/March 2016, this Framework and its building blocks were tested through a dry-run exercise by applying the framework to seven towns in the Western Cape.</p> <p>VPUU: The projects being planned in both Paarl East (Drakenstein Municipality) and Villiersdorp (Theewaterskloof Municipality) are fundamentally underpinned by the principle of achieving integration between communities.</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: Swartland Local Municipality established a RSEP Council of Stakeholders consisting of representatives of different organisations in the area. The process used was influenced by the VPUU's process when electing their Safe Node Area Committees. The Council of Stakeholders plays a key role in selecting and prioritising projects in the Malmesbury focus area. To initiate implementation of the RSEP in Malmesbury, a Youth Day and tree planting festival was held, which involved residents living in the focus area.</p> <p>In the Breede Valley Local Municipality, the RSEP Municipal Project Manager created public participation structures specifically designed for RSEP, which entailed a series of engagements with the local residents of the four suburbs. These were also linked to the IDP process.</p> <p>In Saldanha Bay Local Municipality, community participation is taking place for each project independently through the existing ward committee structures but also including broader public participation and involvement. The George Kerridge (Ongegund) commercial node is a good example. The pedestrian survey conducted in Vredenburg also served as a form of public participation as residents were given the opportunity to indicate what kind of interventions they would like to see in the Wesbank Gateway area.</p> <p>VPUU: The respective Community Action Plans are endorsed by the Paarl East and Villiersdorp Safe Node Area Committees.</p> <p>Community festivals to promote social cohesion were held in Paarl East and Villiersdorp on 15 and 29 August 2015, respectively.</p> | | | | |

| ALIGNMENT TO STREAMS | 8 | KEY PERFORMANCE INDICATORS | OVERALL TARGET | TARGET (2015/16) | ACHIEVED |
|--|--|---|--|------------------|----------|
| Stream 4: Social Cluster 'Crowding in' | 4.1. | No. of Provincial sector departments actively participating in and contributing to RSEP/VPUU-related engagements (at least 4 annually) | 2 sector departments in 2014/15 and 6 sector departments annually until Sept. 2018 | 6 | 6 |
| | 4.2. | No. of municipalities with projects aimed at social development, e.g. ECD, MOD, youth, economic, safety, education, cultural and recreation | All 6 RSEP/VPUU municipalities by Sept. '18 | 2 | 5 |
| | <p>NARRATIVE OF PROGRESS:</p> <p>RSEP/VPUU: The following six sector departments have consistently attended RSEP and VPUU engagements over the last year, namely:</p> <ul style="list-style-type: none"> - Department of Health; - Department of Community Safety; - Department of Education; - Department of Social Development; - Department of Agriculture; - Department of Transport and Public Works. <p>Representatives from Social Development, Cultural Affairs and Sport, and Community Safety participated in the RSEP/VPUU Project Adjudication Committee and accompanied the Programme Office on site visits. Furthermore, relations with the Department of Human Settlements are actively being enhanced through participation in their Informal Settlement and Human Settlement Frameworks and Support Plans. That being said, more effective, efficient and structured engagements need further attention and it is foreseen that these will be attained through the application of the Reconstruction Framework and rapid planning exercises/municipal engagements.</p> <p>The Programme Office played a leading role to facilitate discussions and negotiations concerning the redevelopment of the old G.F. Jooste Hospital site in Manenberg, the development of a new regional hospital in addition to the related rationalisation of schools programme and the conceptualisation of the Manenberg Youth and Lifestyle Campus. The Departments of Health, Education, and Transport and Public Works were also critical participants in this process.</p> <p>In Drakenstein, the Programme Office facilitated the PSG3 Wellness Living Lab entrenching itself in the VPUU study area. Generally, the VPUU NPC played a positive role in engaging with the Comprehensive Rural Development Programme (CRDP) as implemented by the Provincial Department of Agriculture. The RSEP/VPUU Programme Office has engaged in further discussions with the Department of Agriculture's CRDP unit regarding future closer collaboration and support.</p> <p>It is positive to note that all Provincial departments were represented at the RSEP/VPUU Programme Steering Committee (PSC) meeting held on 3 September 2015.</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 | n/a | n/a |
| | <p>NARRATIVE OF PROGRESS:</p> <p>RSEP: The Programme Office kept abreast of recent developments with regards to joint and integrated planning and attended MTEC meetings with different departments and also took part in the PSG4 workgroup. In terms of output, it has made good progress with a Size of Towns and Growth Tracking Study, which will contribute to the planning of facilities based on quantified sizes of towns. This study</p> | | | | |

| ALIGNMENT TO STREAMS | 8 | KEY PERFORMANCE INDICATORS | OVERALL TARGET | TARGET (2015/16) | ACHIEVED |
|--|---|---|--|------------------|----------|
| | | overlaps with Streams 6 and 7 in terms of objectives as it represents a regional project and innovative GIS. | | | |
| 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 is being funded by the RSEP and the Programme Office is actively participating as a key stakeholder in the Intergovernmental Steering Committee and Project Management Team. The Programme Office ensured that all five RSEP/VPUU local municipalities are included in the study area and remain high on the agenda.</p> <p>The project is still underway and, thus, no project has been completed and no draft final report has been produced as yet; however, two progress reports (Inception Report and Baseline Status Quo Report) have been produced by the service provider.</p> | | | | |
| 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 has piloted the use of fine-scale census-derived income maps. Other data sets can now also be used at a fine scale, e.g. density. It also arranged for an introduction by the spatial data science company, SCS Global Information. The Programme Office is currently driving an initiative to load innovative free and open source software, including GIS, onto officials' work computers in order to promote up-to-date techniques and skill sets in the Department.</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 | 13 |
| | 8.2. | No. of new municipalities involved or trained in the RSEP and/or VPUU approach | At least 6 municipalities by 2017/18 | n/a | n/a |
| | <p>NARRATIVE OF PROGRESS:</p> <p>RSEP/VPUU:</p> <ul style="list-style-type: none"> - Four high-level meetings were held during the reporting period, which are used as platforms to share lessons and ideas, between the DEA&DP Programme Office and the 6 RSEP/VPUU municipalities (and the VPUU NPC in some cases): <ul style="list-style-type: none"> o 3 RSEP Project Managers' Forum Meetings (11 June '15, 30 October '15 and 10 December '15); and o 1 Programme Steering Committee Meeting (3 September '15). - Two presentations were done by the Programme Manager to the Premier (11 May '15 and 21 January '16). - Two DEA&DP enrichment sessions were presented on the RSEP/VPUU Programme (2 October '15 by Francois Wüst and 11 March '16 by Michael Krause). - One presentation on the RSEP/VPUU Programme to a Kenyan Delegation. - One presentation on the RSEP/VPUU Programme to <i>Spatial Collective</i>, a mapping and technology consultant from Kenya (2 September '15). - One presentation on the RSEP/VPUU Programme to the Intergovernmental Steering Committee for the Greater Cape Metro Spatial Implementation Framework (30 | | | | |

| ALIGNMENT TO STREAMS | 8 | KEY PERFORMANCE INDICATORS | OVERALL TARGET | TARGET (2015/16) | ACHIEVED |
|----------------------|---|---|----------------|------------------|----------|
| | | <p>September '15).</p> <ul style="list-style-type: none"> - One presentation on the RSEP/VPUU Programme at WCG DEADP's 3rd Annual Sustainable Settlement Summit (1 February '16). - One presentation to the Department of Human Settlements Planning Directorate (18 March 2016). <p>Although the team has been involved in many presentations, the main thrust during the reporting period, especially towards the end, was to conceptualise how 'training, advocacy and change of mind-sets' will be rolled-out during the remaining duration of the Programme and beyond.</p> | | | |

4. CONTINUED EFFICIENCY, EFFECTIVENESS AND RESPONSIVENESS

4.1. Preliminary lessons learned

This section covers some of the preliminary lessons learned, focusing mainly on lessons learned during the 2015/16 year. These lessons have been critical in informing the proposed direction for the future roll-out of the Programme, which is described in the following section.

1. Based on the roll-out of the RSEP thus far, an important lesson learned is the importance of delineating a focus area within a town that allows for interventions that could have a meaningful impact. The large size and disjointed nature of the RSEP focus area in Worcester makes it challenging to make a meaningful impact as it becomes difficult to implement larger projects that may have a more significant impact. The tendency is rather for small ad hoc projects to be implemented in each suburb, which have limited significant impact across the whole area and may not have a significant impact on the future of the municipality beyond the RSEP programme period.
2. The procurement processes at the municipalities are cumbersome, resulting in delays with the implementation of projects and, henceforth, also with the spending of grant funding transferred to the municipalities. The envisaged timeframes included in the project planning phases should be more realistic in this regard in order to ensure timely execution of projects and the associated spending of grant funding.
3. In cases where the municipality has not identified a dedicated person for the RSEP but added responsibilities to existing staff members, it appears as if capacity to fully commit to the identified projects is a challenge and might also result in delays with implementation of projects. More broadly, 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.
4. The operation and maintenance (O&M) of new facilities constructed in the municipalities often becomes a challenge for municipalities as the project budget tends to be allocated towards the construction of the infrastructure and the resource requirements for O&M then become a burden on municipal finances. This highlights the need for municipalities to consider the O&M implications of new facilities and for O&M plans to be in place prior to construction.

5. Through the analysis of the structure of the three towns currently benefitting from the RSEP, it became clear that certain structural elements are evident in all three towns owing to the legacy of apartheid. Towns in the Western Cape tend to have a typical spatial structure characterised by spatial segregation between affluent and lower income areas. Furthermore, the affluent suburbs tend to be located closer to the CBD and economic opportunities while lower income areas tend to be located further away from the CBD and viable economic opportunities with limited access to lower order facilities and services. Remnants of 'buffer' or 'transition' areas often remain, which in some cases are industrial areas, old show grounds or large parcels of under-utilised land. Spatial integration is, therefore, limited as a result of these 'buffer' areas and other physical barriers, such as railway lines and main roads.

4.2. Suggestions for way forward and planned future roll-out

The Programme Office is in the process of conceptualising ideas and plans for the future roll-out of the RSEP to new municipalities and/or new sites in existing municipalities. This 'roll-out' is to be combined with the need to expand the Programme footprint in terms of training and influencing current practices.

The preliminary plan is to create criteria to select new municipalities and to invite the selected municipalities to become part of the Programme, and for different interventions or types of support to be offered, namely:

- The RSEP Reconstruction Approach;
- A settlement-based planning approach (supporting IDPs and SDFs, also human settlement plans and infrastructure plans; encouraging and facilitating dialogue within municipalities and across spheres); and
- A VPUU training module.

The Reconstruction Approach will be the 'flagship' intervention and is specifically aimed at obtaining a change of mind sets in order to achieve pro-poor outcomes. The approach is well aligned with the PSDF and particularly aims to address the 'spatial justice' guiding principle. According to the PSDF (2014: 22), "inclusionary settlements focus on the public realm rather than on private enclaves; support civic interaction and equitable access throughout the public environment; and make urban opportunities accessible to all – especially the poor". In accordance with these principles, the RSEP Reconstruction Approach is fundamentally a pro-poor and inclusionary (spatial, social and economic) approach.

The Reconstruction Approach consists of the Reconstruction Framework, which includes a graphic representation, and, secondly, a series of engagements with selected municipalities, called 'rapid planning exercises'.

The Reconstruction Framework

The Programme Office is currently finalising the Reconstruction Framework, which considers the typical structure of towns in the Western Cape (primarily focusing on the under-served areas), as described in Section 5 above.

The ultimate goal of applying the Framework is to analyse and understand the structure of towns and identify opportunities for intervention, for example, small scale projects/initiatives. The Framework was developed to create a consistent approach for identifying and implementing RSEP interventions and to guide future interventions, especially when rolling out

the programme to new towns/municipalities. It is envisaged that the Reconstruction Framework will be replicated in other parts of the Province and used to address spatial challenges and disparities and, ultimately, improve the quality of life in under-served communities.

The Framework is underpinned by four key principles:

1. Integration and compaction;
2. Access to opportunities, facilities and quality spaces;
3. Prioritising the pedestrians;
4. Acknowledging informality.

As seen in Figure 14 below, each of the seven building blocks of the framework link to these principles.

| PHASE 1 | | | | |
|--|--|---|---|---|
| CONTEXTUALISE OVERALL TOWN STRUCTURE: investigate distribution of income groups and land uses; densities; distance; historical development; current growth pattern & how town is evolving (sprawl vs compaction; centre of gravity shifting?) Focus on poor areas; start to delineate focus area(s) | | | | |
| PRINCIPLES OF FRAMEWORK | BUILDING BLOCKS | ANALYSIS | POTENTIAL OPPORTUNITIES | POSSIBLE PROJECTS TO STRENGTHEN OPPORTUNITIES |
| Integration and compaction | 1. Transition zone | Identify existence & characteristics of a 'transition zone' between the more affluent established neighbourhoods & the expanding low income areas | Transform the 'transition zone' into an 'integration zone' | Create safe & lively linkages, for example, by using pedestrian routes as linkage points; utilise principles of passive surveillance while densifying & linking |
| | 2. Strategic, under-utilised sites | Investigate existence of any strategic under-utilised sites within the existing urban footprint | Identify & use sites to promote integration, compaction & service delivery | Develop high level concepts; obtain support & momentum |
| Access to opportunities, facilities and quality spaces | 3. Satellite nodes | Identify & analyse satellite nodes (retail & service), including existing, emerging & old/forgotten nodes | Develop a clear hierarchy of satellite nodes & identify opportunities to develop proposals for new nodes or to revitalise or redevelop old/forgotten nodes | Create, revitalise or abandon; improve clustering of public facilities & retail activities |
| | 4. Clustered social facilities/hubs | Locate key social facilities, e.g. schools, libraries, sports fields, community halls, police stations, etc. | Identify specific facilities that can become a hub for social upliftment & a cluster of government facilities; providing a "beacon of hope" in under-served areas | Identify projects to implement in collaboration with fellow line departments or other partners that showcase positive clustering, e.g. library parks, clinics, sports facilities, etc. |
| | 5. Quality public space and facilities | Identify need for better quality public spaces and facilities (at very local scale) | Promote & identify opportunities for innovative, affordable public spaces/facilities for play, gathering & safety | Play parks, play-lots, multi-use netball / basketball / soccer courts; public squares; providing safety nodes on pedestrian routes (links with pedestrian desire lines) |
| Prioritising the pedestrian | 6. Pedestrian movement patterns | Identify main pedestrian desire lines & transport routes; focusing on TOD | Improve quality & functionality of main pedestrian routes & transport corridors | Improve convenience for pedestrians (create shortcuts); improve dignity & safety by using principles of passive surveillance; create landmarks/points of celebration; link to other activities & structuring elements |
| Acknowledging informality | 7. Informality | Acknowledge informal settlements & markets, & identify pressure points i.t.o. urbanisation | Advocate an acknowledgement of informal settlements / markets & development of appropriate, proactive strategies / responses | Link to programmes of Dept. of Human Settlements, VPUU, etc.; avoid relocating settlements; reinforce & support informal trading areas |
| PHASE 3 | | | | |
| IDENTIFY FEASIBLE PROJECTS AND PRIORITISE | | | | |

Figure 14: The RSEP Reconstruction Framework, which feeds into the 'Rapid Planning Process'.

The Reconstruction Framework feeds into the 'rapid planning' process for which there is three main phases:

PHASE 1: Contextualise town structure by investigating the current structure in terms of distribution of income groups and land uses; densities; distance; the historical

development of the town; current growth patterns and how the town is evolving in terms of compaction versus sprawl.

PHASE 2: Use the building blocks of the framework to identify opportunities.

PHASE 3: Plan and identify feasible projects and prioritise.

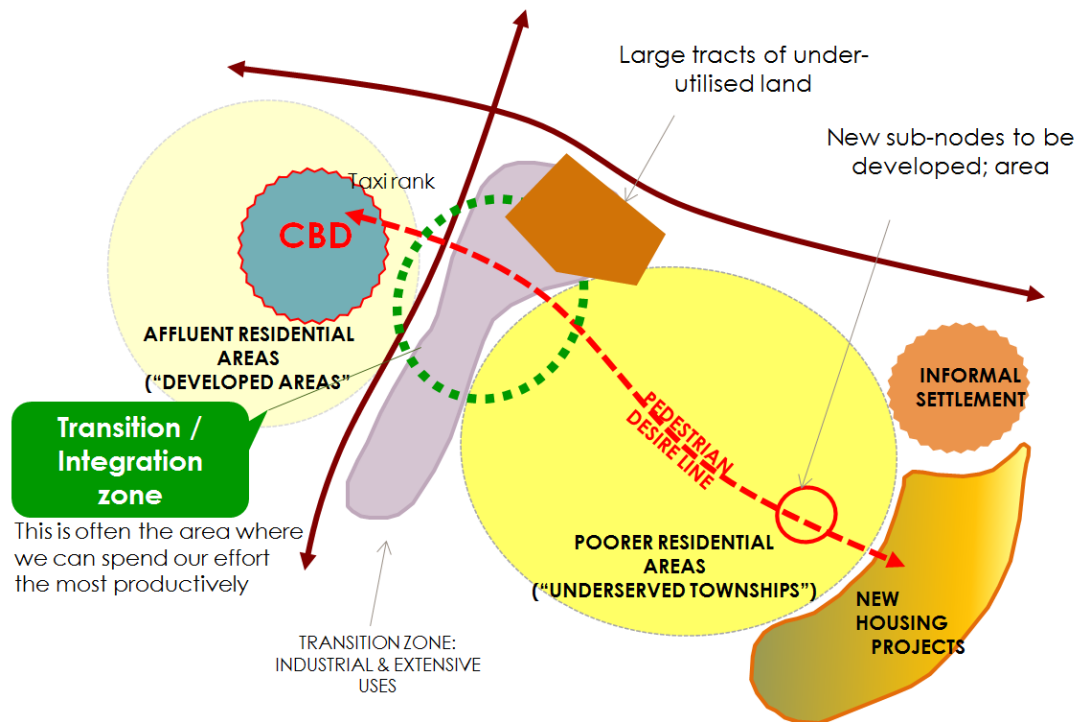


Figure 15: A graphic representation of the RSEP Reconstruction Framework, which overlays the typical existing town structure.

The Reconstruction Approach seeks to develop an approach to planning that can be adopted by municipal officials as part of their planning process. Furthermore, it seeks to promote collaboration with other provincial and municipal departments, organisations and various stakeholders on work that is being done within a focus area.

Within the next three months, the Programme Office, in consultation with the MEC and HOD, needs to decide on a practical strategy for approaching municipalities and distributing the available funds. It is possible to engage a smaller number of municipalities with larger amounts of funding or, on the other hand, to engage a large number of municipalities but with less funding. It should also be noted that, in terms of the Reconstruction Approach, funding is not a prerequisite. In other words, conducting a rapid planning exercise within a municipality will not necessarily lead to the municipality acquiring funding for projects identified during this process. The process may, however, result in projects that the municipalities plan to fund themselves or source alternative funding. Funding, in this context, refers to funding for projects. In all cases, the resource component of the Programme Office will require funding but this is covered for the Programme duration at least.

5. CONCLUSIONS AND SUMMARY

There is mounting pressure for cities and towns throughout the world to drive the urban spatial transformation agenda. South Africa not only faces this pressure but struggles with the critical challenge of redressing the spatial effects of Apartheid planning. 20 years after the birth of democracy, a large portion of South Africa's citizens remain trapped in under-served marginalised neighbourhoods physically far removed from a range of services, facilities and work opportunities. Combined to this physical reality, inhabitants of under-served neighbourhoods also often experience a psychological sense of exclusion and powerlessness related to a lack of opportunity to participate in society (socially, economically and politically), which can be linked to an inability to access quality education, recreation and opportunities for youth in addition to lack of safety and deeply embedded structural constraints to participation.

The reality is that South Africa's urban landscape has not experienced the degree of transformation expected in light of a plethora of new urban policies and plans. According to the PSDF (2014: 29), some of the reasons for this spatial inertia and the slow progress towards spatial transformation include the following:

- "Laudable spatial transformation objectives have not been matched by actionable strategies, specific delivery targets and explicit implementation arrangements";
- "Government does not currently have the capacity to accelerate implementation of the spatial transformation agenda";
- "Built environment interventions typically take place through specific departments – spatial transformation requires a shift from operating within silos to a more cross-cutting approach".

In contrast with the inadequacies highlighted above, the RSEP/VPUU Programme possesses a number of strengths that may assist in ensuring progress towards spatial transformation and reconstruction. Firstly, the RSEP/VPUU Programme ensures that there is financial support for the practical implementation of projects that aim to drive social and spatial upliftment and reconstruction within selected focus areas.

Secondly, the Programme provides a platform for provincial line departments, municipalities and other stakeholders to work together at a local level, collaborate and implement projects to maximise investment and achieve maximum impact and service delivery. The RSEP/VPUU Programme, therefore, occupies a unique position in the WCG as it is the only programme that attempts to work transversally to identify and implement projects of this nature. The Programme aims both to physically improve quality of life through urban upgrading and to address issues and gaps related to social interventions and transversal planning that are not detected through the current WCG departmental structures.

Ultimately, the RSEP/VPUU Programme challenges government officials and professionals to shift their mind-sets and formulate innovative approaches to planning that directly address the critical challenges faced in the Western Cape so as to drive spatial transformation and reconstruction. The Programme is currently only operating in five towns in the Western Cape plus the City of Cape Town. Thus, the Programme can be described as merely a 'drop in the ocean' when compared to the challenges being experienced in the approximately 130 towns in the Western Cape. In light of this, it is hoped that the Programme can positively influence the approaches being followed at local and provincial levels through training,

experiential learning and knowledge-sharing. Furthermore, it is also hoped that the Programme can demonstrate what is possible in our towns through a number of innovative projects, and hopefully inspire other government officials to adopt similar approaches in their towns and municipalities.

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

- Finalise a roll-out strategy for combined learning and practical planning in new municipalities and new communities;
- Ensure adherence to and implementation of the Management Plans at each of the RSEP municipalities, which guides the monitoring and evaluation of relevant projects;
- Promote alignment of implementation projects with the newly formalised 'reconstruction and development framework';
- Participate in efforts to independently assess the experience and success of the VPUU Programme in the two non-metropolitan municipalities and identify actions, where necessary, to improve the roll-out of the Programme;
- In both the VPUU and RSEP municipalities, undertake initiatives to ensure optimal integration of the Programmes with municipal top management thinking and planning processes;
- Explore options to better and more consistently address community participation and input with regard to the RSEP projects;
- Address possible issues around maintenance of facilities constructed through the Programme;
- Capture lessons learned and best practice examples, and explore ways to better communicate such lessons; and
- Explore mechanisms to better integrate planning of different departments and to address the challenge of 'planning-led budgeting'.

The RSEP/VPUU Programme represents a new developmental direction in planning and an integrated approach to implementation in the WCG. So far, the Programme has been successful in institutionalising structures, planning projects and ensuring implementation of projects. The current challenge is to identify the best practices that are replicable, to conduct training and take the lessons learned to new areas. This phase requires intense conceptualisation and systems thinking. It will occur against a backdrop of a relatively stable environment at the provincial sphere whereas the environment at local level will become increasingly volatile as the local government election approaches. One can expect that public participation will be difficult and the rejection of new facilities is possible.

However, the opportunity to improve systems and better planning between government spheres need not be hampered by these prospects. There is also an ideal opportunity to undertake preparatory work in relation to the new five-year IDPs that will have to be prepared directly after the elections.

In conclusion, the lessons learned since Programme inception, and particularly during the last year, are strongly influencing the way forward for the upcoming financial year and the planned future roll-out of the Programme.