

NATIONAL INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME (ISRDP)



THE PROGRESS MADE TOWARDS THE IMPLEMENTATION WITHIN THE CENTRAL KAROO NODAL POINT

PURPOSE

The purpose of this report is to reflect the current status, progress and achievements on the national Integrated Sustainable Rural Development Programme (ISRDP) within the Central Karoo Nodal Point for the **July Cabinet Lekgotla 2003** meeting.

INTRODUCTION

The State President, Mr Thabo Mbeki in his State of the Nation address of February 2001 proclaimed the Central Karoo as one of 13 rural nodes to be targeted through the Integrated Sustainable Rural Development Programme (ISRDP). Since the launch of the ISRDP a lot of preparatory work has been done in the Central Karoo to implement the programme.

The aim of the ISRDP is to achieve integrated sustainable development in rural areas. For the first time in the history of South Africa the multi-sectoral government departments, parastatals and other organisations are co-operating in an effort to address the rural development backlogs in the node.

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

•	Beaufort West Municipal area	-	R16 771 million
•	Prince Albert Municipal area	-	R13 422 million
•	Laingsburg Municipal area	-	R 4 192 million
•	District Municipal area & DMA	-	R 8 545 million
	Total		R42 930 million

INSTITUTIONAL CAPACITY TO IMPLEMENT ISRDP

Funds were made available by the Department of Provincial and Local Government (DPLG) to establish a Planning and Implementation Support Centre (PIMSS) and Nodal Delivery Team (NDT). The PIMSS is aimed at assisting municipalities in the IDP development process. The NDT is aimed at assisting municipalities in co-ordinating and managing project implementation. The Independent Development Trust (IDT) is a support to the Central Karoo District Municipality as programme management agency with the implementation of the ISRDP.

The Nodal Delivery Team (NDT) is in place under the leadership of the District Municipal Manager. The Financial Manager who was identified internally has been contracted to absorb the responsibility of the programme over and above his normal duties and the same for the technical advice.

The Programme Manager and the three Social Facilitators are new appointments procured from the first transfer of the R5 million allocation. The three Social Facilitators represent all three municipalities of Beaufort West, Prince Albert and Laingsburg. The rationale for these appointments being that all municipalities under the jurisdiction of the District should benefit from the Programme.

The Planning and Implementation Management Support System (PIMSS) has also been absorbed into the Nodal structure and a healthy relationship exists between team members. IDT will assist the team to synergise their activities.

OVERVIEW OF PROGRESS

The IDT guided the nodal team in the node and came up with a strategy to implement the anchor projects in this financial year. Coupled with this it also became important to guide the NDT and the

councils within the District to understand the importance of programme integration, as it will undermine some of the principles of ISRDP that calls for integration and co-ordination. Projects therefore cannot be seen in isolation. It is as important to determine what programme needs to be put in place for the District Municipality to put ISRDP as a principle approach to their business and methodology that will be used to put these strategies in place.

The emphasis around how business is conducted by the municipalities in the node still need to be highlighted. All activities should be focused on preparation for programme implementation. Officials within the municipalities must be sensitised on project implementation and the importance of ISRDP in the node.

The following has been achieved thus far:

- The Mayor's commitment to ISRDP;
- Collection of baseline data is complete;
- 15 Anchor Projects are funded;
- Nodal Business Plan approved;
- First and Second tranche of the R5 million has been received – financial reports available for audit;
- Stakeholders identification and analysis completed;
- Mobilisation in the form of a Gala dinner was held;
- R34 million in process of spending in the node;
- Feedback to champions is in progress;
- The completion of the Nodal Implementation Plan for ISRDP;
- Progress made in implementation of anchor projects;
- Very good working relationship between NDT, PIMSS, IDT and the Provincial Department of Local Government; and
- Provincial success on IDP's and a number of presentations at provincial meetings.

POLITICAL CHAMPIONS

Over the past three months there were two political champion's meetings on the following dates, namely 24 April and 26 May 2003. The various ministers that visited the node on those occasions were Minister Moosa, Deputy Minister Zondi, Deputy Minister Botha, Provincial Minister Dowry and

Hangana. The purpose of these visits is to determine the status quo and progress made in the node.

National Political Champions:

Minister of Tourism and Environmental Affairs	-	Mr Vali Moosa
Minister of Social Development	-	Dr Zola Skweyiya
Deputy Minister of Public Works	-	Mr Musa Zondi
Deputy Minister of Home Affairs	-	Mr Mapisa-Nqakula

Provincial Political Champion:

Premier for the Western Cape	-	Mr Marthinus van Schalkwyk
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Local Political Champion:

Mayor of the Central Karoo District Municipality	-	Mrs Doreen Hugo
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The champions could assist with:

- Mobilising resources to cover the existing shortfall in anchor projects;
- Raising the profile of the Node at relevant and strategic meetings;
- Assist in mobilising resources identified in the IDP's;
- The resources of both the National Departments of Public Works and Social Development targeted strategically, could champion development and poverty reduction in a more meaningful way;
- Assist with integration of both their ministeries first and others second; and
- Assist with interdepartmental forum for budget and planning of departments.

The current year in terms of institutional capacity will be focused on enhancing the capacity of councillors on ISRDP, with specific emphasis on project implementation. Bottlenecks in most cases are around delay in decision making on adjudication of tenders. This has a definite impact on project implementation. IDT will offer a training programme to councillors of the respective municipalities. The year 2003 will therefore be focused on institutional sustainability.

TECHNICAL CHAMPION

A need still exists to sensitise national and provincial sector departments on ISRDP and their commitment to the programme.

NODAL DELIVERY TEAM

During the year 2002 the Node largely concentrated on getting the NDT operational. Lots of time and effort evolved around putting systems in place such as basic project management principles, training on monitoring, evaluation and reporting, developing community profiles to enable social facilitators to understand the dynamics of the respective communities better. The current year will focus largely on project implementation, developing project implementation plans to enable the Programme Manager to monitor implementation effectively but also to identify bottlenecks where there are no movement on projects. This will also dictate appropriate support from IDT and the Provincial Department of Local Government to the NDT. Training of 2002 will be evaluated through the facilitation by the IDT to ensure that training is used effectively. Practical opportunities for the implementation of training will be created. The year 2002 was a year of the NDT to “find their feet” and the current year will be seen as the year where best practices will be inculcated.

BUDGET AND EXPENDITURE

The third tranche of the R5 million was transferred to the Node in December 2002. At the last IDTT meeting the Central Karoo was the only Node that's expenditure complied with the Division of Revenue Act (DoRA).

PERFORMANCE MANAGEMENT SYSTEM

The District and all three Category B municipality's performance management system are in the implementation phase and will be completed by August 2003. The service providers Denment Consultants CC and Price Waterhouse Coopers will implement the systems as follows:

- Price Waterhouse Coopers: Central Karoo District Municipality
Beaufort West Municipality
- Denment Consultants CC: Laingsburg Municipality
Prince Albert Municipality

The PIMSS centre staff will support these service providers.

LOCAL ECONOMIC DEVELOPMENT

A local economic regeneration study will soon be implemented to establish the economic potential of the Central Karoo District. A tender has been awarded to SETPLAN to do the study and the

PIMSS, NDT, IDT and Department of Economic Development and Tourism refined the terms of reference with the service provider to ensure a detailed study of economic potential. The first draft of the regeneration study was presented on 4 June 2003 in Beaufort West.

COMMUNITY EMPOWERMENT PROJECT

This project is funded by the United States Agency for International Development (USAID) under the Local Government Support Programme (LGSP). Creative Associates International (CREA) has appointed Fair Share of the University of the Western Cape to implement this project.

It is envisaged that the project will help ensure that:

- Community structures for community participation are established;
- Citizens / groups are empowered with right information and skills to participate in the affairs of the municipality;
- To improve access to council decision-making and structures by communities;
- Business plan for the establishment of information and support centres to improve access to services and information by communities and outreach by the district and local municipalities; and
- Development of a learning product to be shared with other municipalities.

Whilst the above are envisaged outcomes of the project, the challenges facing the District in terms of reaching all the rural and urban masses of the area, mobilising communities and motivating them to participate are immense.

SUPPORT ON INTEGRATED DEVELOPMENT PLANS (IDP's)

The 2002 – 2003 IDP-review process was done successfully and public participation was evident in this process. This also earmarked progress on the nodal implementation plan. In April 2003 the Node will start to make linkages between projects and municipal budgets, as well as participation from external role-players which was seen as areas, which could be improved. Systems have been put in place to start measuring implementation of the IDP's. The PIMSS centre proposed a forum-establishment project, which aim was to develop similar participatory structures for all municipalities in the District which would be more inclusive of all groups of citizens. Although some minor problems were experienced with the project, most of the forums were in place at the end of October 2002.

Current planning estimates the completion of the review during March 2003. This deadline will be a vast improvement on the 2001 – 2002 planning process and brings IDP-planning a bit closer to align budgets between the different spheres of government. The Node have develop a more user friendly IDP to enhance community involvement.

ANCHOR PROJECTS: PROJECT IMPLEMENTATION

Out of the 16 anchor projects identified by all stakeholders (National, Provincial and Node) to the value of R42 million, 4 projects have been completed, and were launched on 15 June 2002, 8 projects are in the implementation phase, 2 are out on tender to be implemented and 2 are in the planning phase. Projects to the value of R36 million has received funding.

There still exists financial shortfalls with some of the Anchor Projects. The remaining shortfalls are:

Beaufort West: Multi-Purpose Centre	-	R 2 900 000.00
Prince Albert: Storm Water Drainage	-	R 1 500 000.00
Prince Albert (Leeu-Gamka): Storm Water Drainage	-	R 1 000 000.00
Prince Albert: Main Sewer Pipeline	-	R 332 000.00
Laingsburg: Upgrading of Main Street	-	R 1 050 000.00
	Total	R 6 782 000.00

(See Annexure A: Anchor Projects, 2001 - 2003)

IDENTIFICATION OF PRIORITY PROJECTS (2003 / 2004): 8-9 OCTOBER 2002

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

(See Annexure B: Priority Projects, 2003 / 2004)

STAKEHOLDER MOBILISATION

A strategy needs to be implemented to follow up the stakeholders identified and all other relevant stakeholders. The Honourable Mayors of the B-municipalities together with the Nodal Champion has agreed to drive this process and the following will be addressed:

- Stakeholder Analysis;
- Clustering of Stakeholders;
- Evaluate Stakeholders Mobilisation and Launch;
- Areas for improvement;
- Identification of core stakeholders;
- Vigorous interaction with these stakeholders; and
- Managing of stakeholders after interaction.

The second stakeholder mobilisation workshop took place on 11 February 2003. At provincial level all chief directors and Heads of department were targeted with DG's at national level including the different levels of political champions. Once again all the targeted chief directors and DG's did not attend the workshop. This brought about the notion of targeted stakeholders mobilisation that will take place on a bi-annual basis and will be based on project packaging. The project packaging will include the IDP as a whole.

The emphasis should be placed on the MTEF (Medium Term Expenditure Framework) and the importance of sequencing of projects in the different phases. When engaging with targeted stakeholders from time to time these project sequencing should be kept in mind and will also be included in the structure of the business plans. This enable the stakeholders to begin the vision implementation of projects as dictated by the node in terms of their priorities and which projects should start first and last. This will also enable stakeholders to plan budgets accordingly and also bring budgets in line with the MTEF.

COMMUNICATION

The Provincial Government of the Western Cape (PGWC) will make use of three structures on official level and one on political level to co-ordinate and monitor the progress and achievements made with ISRDP. The Department established a **Nodal ISRDP Management Committee** during August 2002 chaired by the Department of Local Government and meets monthly. This committee

comprise of representatives from the different municipalities, Nodal Delivery Team (NDT), Planning and Implementation Management Support System (PIMSS) and the Independent Development Trust (IDT). On **operational level** the Department of Local Government will establish a Provincial Inter-Departmental Task Team (PIDTT) via the **Provincial IDP Assessment Committee** chaired by the Head of Department, Mr Carel du Preez, or the Chief Director, Mr Faan Naudé, that will be meeting every second month. This committee will comprise of representatives from all the provincial departments, some national departments, as well as the Central Karoo Node. Whilst on **strategic / policy level** the Provincial Government will make use of the **Provincial Top Management Committee** chaired by the Director-General, Dr Gilbert Lawrence. ISRDP will be a standing item on the agenda. On political level the Provincial Government created a system of Cabinet Committees and the **Provincial Cabinet Committee** responsible for ISRDP will be meeting on a regular basis. This meeting will be chaired by the Provincial Minister of Local Government, Mr Cobus Dowry, and the other Cabinet Ministers are as follows:

- Minister of Housing - Ms Nomatyala Hangana
- Minister of Health - Mr Piet Meyer
- Minister of Agriculture - Mr Johan Gelderblom
- Minister of Social Services and Poverty Alleviation - Mr Marius Fransman

To further consolidate co-operation and co-ordination the Provincial Cluster structures will be fully utilized to bring and keep officials and politicians on board in respect of ISRDP.

The Central Karoo District Municipality will make use of two structures on official level and one on political level to co-ordinate and monitor the progress and achievements made with ISRDP. On **operational level** the Central Karoo District Municipality established a **Nodal Delivery Team (NDT)** during March 2002 and comprised of the Municipal Manager of the Central Karoo District Municipality, a Programme Manager, three Social Facilitators, the PIMSS and are supported by IDT and the Department of Local Government. The Central Karoo District Municipality established a **Local Steering Committee** chaired by the Nodal Technical Champion, Mr Deon Lott, and meets every second month. This committee comprise of representatives from Provincial Departments with local representation, key municipal officials, private sector and civil society. On political level the District Municipality established a **Strategic Management Committee** chaired by the Nodal

Political Champion, Ms Doreen Hugo, and meets quarterly. This committee comprise of all the Mayors, and Speakers of the different municipalities within the Central Karoo District, representatives from the Department of Local Government and the Independent Development Trust (IDT).

The need for enhanced integrated planning and budgeting between the provincial and municipal spheres in the node, has paved the way for closer integration between certain key provincial departments and the node.

All information gained on the ISRDP will be communicated to the node. Both IDT and the NDT is submitting reports to the Provincial Department of Local Government on a monthly basis. The Node also acknowledges the positive role the Provincial Department of Local Government plays in supporting them to get all other provincial departments on board.

The IDT has direct access to all the Municipal Managers. Forums such as the **District Advisory Forum (DAF)**, **Council Meetings** and **Exco** of the District Municipality as well as the Nodal ISRDP Management Committee are used as the structures where communication between the District Municipality and the Category B-Municipalities should be structured. A Communication Strategy will be implemented to structure the communication in the node.

A first newsletter is also ready for publication on all ISRDP issues and will be distributed to all Municipalities in the Node. GCIS will help with the publication of the newsletter on the governments website and national newspapers.

FUNDING

A total amount of **R12 991 644.00** was allocated by the Provincial Government of the Western Cape for the 2002/2003 financial year to the Central Karoo Node, whilst the National grant allocations to the Central Karoo for the 2002/2003 financial year was **R38 624 000.00**.

The Department of Local Government initiated a process since March 2003 to determine the budget and funding commitments of each department within the Province for the 2003/2004 financial year; proposed projects and initiatives that will directly or indirectly benefit the nodes for

This information will be allocated and used for a number of strategic purposes, such as negotiations with potential donors for “top up” funding, further engagements with those departments that are still not prioritizing the nodes, as well as streamlining processes within municipalities in such a way that they have the required capacities to utilise the resources as soon as they become available. This information is also vital for assessing whether the programme is achieving one of its key objectives, that of piloting approaches to inter-sectoral and inter-sphere planning, budgeting and implementation.

During a special meeting of the Provincial Cabinet on 18 June 2003, the Cabinet resolved that the Department of Local Government should draft a Strategic Plan for the Integrated Sustainable Rural Development Programme (ISRDP) in the Central Karoo. The aim of the Strategic Plan will be to provide strategic direction to provincial departments with the prioritization of projects and funds in terms of the reprioritization focus of the ISRDP. This Strategic Plan, accompanied by a detailed budget, will be discussed during a Special Closed Cabinet meeting on 16 July 2003. In preparation of the Special Closed Cabinet meeting on 16 July 2003, the Provincial Minister of Local Government, Mr Cobus Dowry, has called for a meeting of the cabinet committee on ISRDP on 8 July 2003. The purpose of the meeting would be to consider the Draft Strategic Plan and the provincial budgetary details for the programme. Furthermore, the provincial departments are also requested to provide information on “new” money for “new” projects being committed to the ISRDP node due to its priority status and not expenditure which would have been directed there anyway, regardless of any special programme. Therefor departments are advised to consider and identify possible reprioritization options for the current financial year, as well as the MTEF-period, as this programme are based on the reprioritization of budgets towards the node.

PROVINCIAL / MUNICIPAL PLANNING ALIGNMENT INITIATIVE

The Department of Local Government decided to use the Central Karoo Node as a pilot to enhance co-operation between the Provincial Government and the Central Karoo Node by following an integrated approach with regards to development in the region. This Task Team comprises of representatives from key provincial departments (Departments of Transport and Public Works, Education, Economic Development and Tourism, Social Services and Poverty Alleviation, Agriculture and Provincial Treasury), Municipal Managers (Central Karoo District Municipality, Beaufort West Municipality, Prince Albert Municipality and Laingsburg Municipality), the Nodal

Delivery Team (NDT) and the Independent Development Trust (IDT). This Task Team already met twice within the Node, i.e. on 11 February and 29 April 2003. During these sessions the Task Team discussed the following issues:

- Format of Provincial Departmental Strategic Plans vs IDP;
- Computer-based information;
- Generic data base;
- Dedicated Personnel; and
- Need for a Provincial Framework.

At nodal level the delivery team has started with a process of packaging and sequencing projects / programmes to attempt influence budgets through submitting proposals before their strategic planning initiatives to influence the budgets. The IDT facilitated this process and we have completed the first section.

KEY CHALLENGES AS DEFINED BY THE CENTRAL KAROO NODE

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

STRATEGIC THRUSTS

The provincial strategic thrusts of the programme in the node are as follow:

- Improve infrastructure and basic services;
- Developing economic potential;
- Social upliftment;
- Land and agriculture; and
- Sustainable environment.

MEMORANDUM OF UNDERSTANDING

The signing of the MOU is still outstanding. This document will be referred to the Provincial Cabinet for approval during July 2003.

NOTABLE SUCCESS

The NDT was only appointed in April 2002 and has achieved the following:

- Systems are in place to co-ordinate their activities and making every possible effort to speed-up delivery;
- Stakeholders strategy will be formulated;
- Launch two projects namely Arts & Craft village and Tourism route;
- 98% of the Anchor projects been funded;
- 70% of Anchor projects in implementation stage;
- Identification of 22 additional projects to be implemented in the next financial year (2003/2004);
- Very good working relationship with all relevant stakeholders;
- Accommodate all the Category B-Municipalities of the District in the NDT;
- Project implementation has created more than 400 job opportunities within the node;
- Local SMMEs has benefited from this programme;
- Provincial presentations of the next phase of priority projects identification by the district municipality, sector departments and parastatals;
- The only Node that complies with the DoRA; and
- District integrated IDP of municipalities in the Node.

OVERALL IMPACT OF PROJECTS

The overall impact of the projects are as follows:

- Job Creation;
- Home ownership;
- Healthier living conditions;
- Local economic development;
- Better infrastructure;
- Transfer of skills; and
- Building of institutional capacity.

WAY FORWARD / CHALLENGES

Future plans and priorities for 2003 - 2005 are as follow:

- Alignment of the Provincial budget regarding nodal projects;
- Piloting approaches to inter-sectoral and inter-sphere planning, budgeting and implementation;
- Establishment of the Provincial Inter-Departmental Task Team (PIDTT) via the Provincial IDP Assessment Committee;
- Provincial-wide marketing of the ISRDP; and
- Signing of a Memorandum of Understanding (MOU).

This programme in the Central Karoo Node is a success due to the sound co-operation between the Nodal point, Province, IDT and DPLG, as well as the sound co-operation between the municipalities.

Signed by SP Naudé on behalf of

HEAD OF DEPARTMENT

Date: 3 July 2003