

Towards A Communication Strategy and Liaison Plan

Greater Edendale Vulindlela Development Initiative

Prelude

1. The Greater Edendale Development Initiative [GEDI] was established by Council in 2004 and functions as a sub business unit within the Municipality. In 2013, GEDI was extended to include and incorporate the Vulindlela Tribal Authority area which falls under the administrative jurisdiction of Msunduzi Municipality. While, the project is referenced by its present title description *viz* Greater Edendale Vulindlela Development Initiative [GEVDI], the preparation of the Communication Strategy and Liaison Plan is primarily a dialogue around matters and affairs of the Edendale area and its unique programmes.
2. The advent of democracy in South Africa in 1994 ushered in a period of numerous policy and legislative changes, which has had a profound impact on the working practice of development institutions. Municipalities are required to ensure that all legislative frameworks are properly implemented and measures are introduced to promote participation and the involvement of communities in development, delivery and democracy. In addition, the adoption of a holistic and integrated approach to development is a pressing pre occupation of policy which includes the adoption of normative planning principles towards positive place and city making.
3. In this context, the preparation of the Communication Strategy and Liaison Plan is pursued as an integral component of a broader corporate strategic development agenda in the reconstruction and development of the Greater Edendale Area. By way of the Communication Strategy and Liaison Plan, public relations and communications are now presented as a formal functional business area of the work of GEVDI and a dialogue for change and transparency. It may be expressed as a voice in championing the development of a new product which adds a compelling dimension to GEVDI.
4. The preparation of a Communication Strategy and Plan is accordingly sought which, fosters compliance to yield a desired outcome, within a predetermined practice and process. In this case, the Strategy and Plan is grounded within the constructs of the Constitution and through its making, attempts to clinically support relevant aspects and elements in the development of the Greater Edendale area. As such, the strategy is duly presented as an instrument to achieve the municipality's constitutional obligation.
5. On matters relating to the Constitution and law and for the purpose of this study reference is made to Deliberative democratic theory which has moved beyond the "theoretical statement" stage and into the "working theory" stage [Chambers: 2005]. The language and concepts of deliberative democratic theory have filtered into many discourses and debates. Deliberative democratic theory is a normative theory that suggests ways in which we can enhance democracy and criticize institutions that do not live up to the normative standard. It is a view anchored in conceptions of accountability and discussion. It focuses on the communicative processes of opinion and will-formation, the concepts of which are explored further herein.
6. By way of the preparation of the Communication Strategy and Liaison Plan, the study set out to examine and explore whether the conception and operationalization [of public participation] has been matched by practical methods and sound theoretical underpinnings. The study is approached and undertaken in phases which are interlinked and wherein decisions and all assumptions are developed through adequate evidence and a coherent process. It provides an analysis of Edendale and GEVDI along more innovative lines of inquiry and responds to *laissez faire* approach to the development of the area.

7. The applied methodology provides for the systematic progression of the study whereby external influences and internal dynamics that shape and configure the study may be logically observed and examined. A literature review including the interrogation of various approaches and communication models are presented towards a case and experience of best practice. In addition, targeted stakeholder interviews are conducted wherein, prevailing work dynamics, which are often complex, are recorded and analysed. A collective reassessment of values and principles towards a paradigm shift are considered.
8. The methodology allows the study to transcend the spatial dimension and to consider other impeding and technical factors towards a credible, competent and complete study. In particular, the study is packaged within the context of the Integrated Development Plan [IDP] and Operation Management System. In this regard, it is recognised that development is a participatory process and the study calls for greater transparency and accountability in all municipal processes. The study contends and concludes that consensus-building, open dialogue and the promotion of an active civil society are key ingredients to long term sustainable development. It thus emphasizes the primacy of negotiation and influence rather than the exercise of rule in local politics. Accordingly, it presents a finding that development practitioners and institutions must meet the challenge to relate public participation to tangible strategies and in this case, the due preparation of a Communication Strategy and Liaison Plan.
9. With the foregoing in mind, the study is divided into various sections and is designed as a **manual framework** where the various **parts** may be read collectively or independently based on the reader's requirement. It was deemed imperative that in order to do justice to the subject matter at hand a comprehensive and consolidated overview of GEVDI was required and duly documented in the first instance. While the consultants have moved beyond the initial Scope of Work, the baseline information serves to enrich the outcome and moves closer to the introduction of a Business Case for GEVDI, which has not been previously captured by the municipality. The breakdown of the Communication Strategy and Liaison Plan into various parts is recorded hereunder and is illustrated in the diagram herein:

- **Decoding the Message**

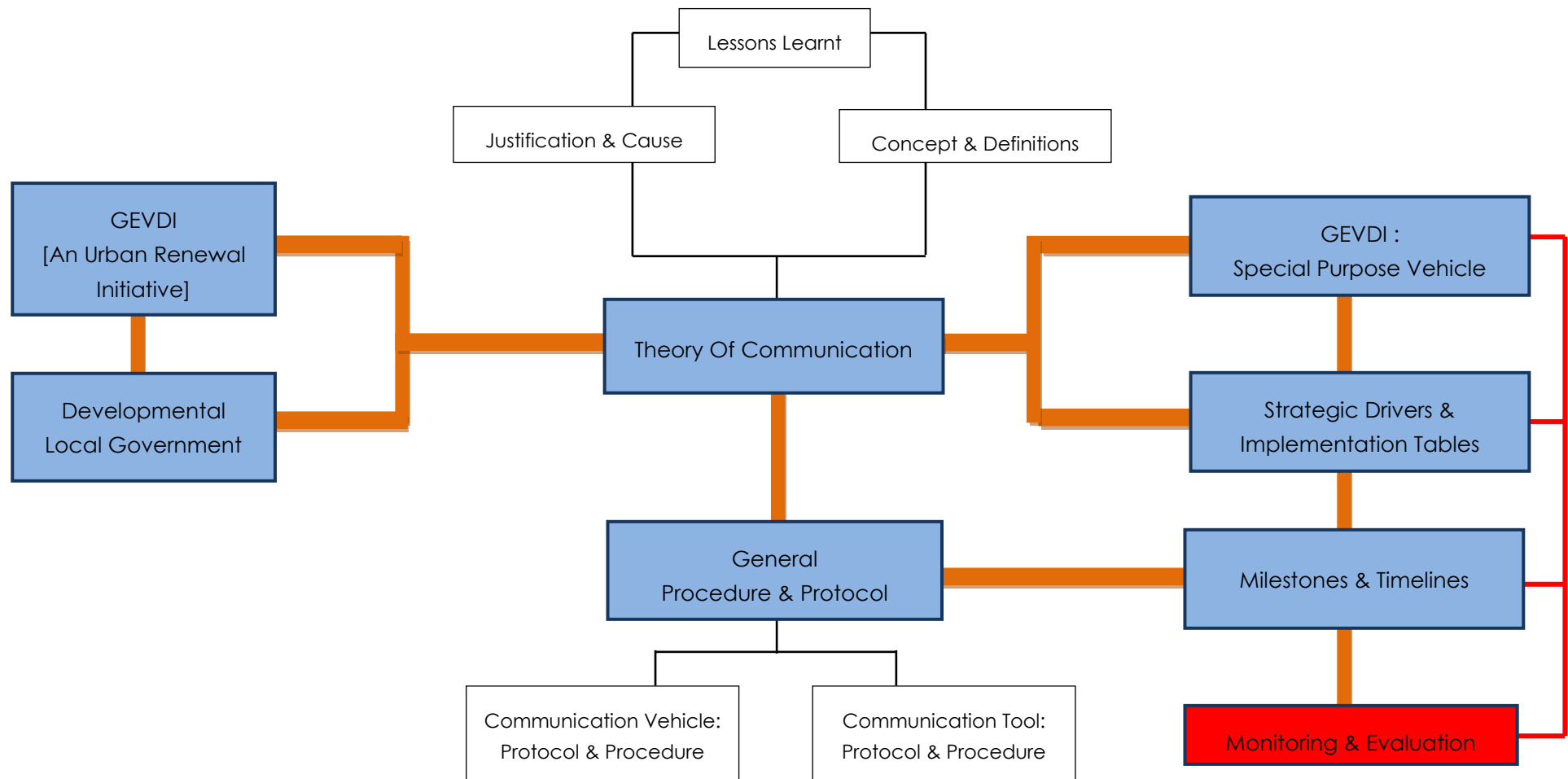
In this section, a general background and overview to the preparation of the Communication Strategy and Liaison Plan is recorded. In particular, the Strategy and Plan discusses the political and geographical dimensions to active citizenship and local governance as opportunities to the establishment of a more participatory democracy in the local public sphere. Accordingly, a commitment to public participation as documented in government prescripts are detailed, which is mainstreamed throughout the study.

The purpose and objectives of the study towards a new found work order are presented in order to identify the strategic drivers for GEVDI and to develop relationship-building which results from a collaborative, consultative process. The intention is to identify and define the prevailing environment influences and describe the manner in which it both informs and transforms the inner working and modus operandi of GEVDI. Throughout the preparation of the Communication Strategy and Liaison Plan a system approach is adopted where all elements of the system are interlinked, interwoven and intertwined. As such, the Communication Strategy and Plan refers to the outcome of structure, function and process. In the making of the Strategy and Plan, the Scope of Works wherein the requisite skill sets and competency informing the appointment of the consultant are acknowledged. By way of the Scope of Works, the study sets out to define a paradigm in which the research process moves beyond masquerading public participation towards the active engagement and responsibility of civil society in shaping its own destiny. The associated and expanded work programme of the consultant parallel to the preparation of the Communication Strategy and Liaison Plan has reference.

Communication Strategy & Liaison Plan: A Manual Framework – Critical Building Blocks

DECODING THE MESSAGE

The preparation of the Communication Strategy and Liaison Plan is pursued as an integral component of a broader corporate strategic development agenda in the reconstruction and development of the Greater Edendale Area. By way of the Communication Strategy and Liaison Plan, public relations and communications are now presented as a formal functional business area of the work of GEVDI and a dialogue for change and transparency. It may be expressed as a voice in championing the development of a new product which adds a compelling dimension to GEVDI.



- **Part A: GEVDI [An Urban Renewal Initiative]**

The contextual analysis locates the city within national development imperatives, and the translation of these into provincial and local development priorities. This requires the identification and a general review of national, provincial and local policies as well as other external factors that have a direct influence on the development of Edendale. The discourse in these documents typically remains on a strategic level, proposing broad strategic directions for action. GEVDI as an active agent of change is both explored and discovered within this collective consciousness and towards a desired outcome.

The planning engagement and the Land Use Management System is unpacked which seeks to unlock the development potential of locality and transform it into a functional and well planned space that is integrated into a broader spatial structure and order. In this regard, the application of planning, spatial concepts and other measures towards the reconstruction and development of the Greater Edendale Area are explored.

The intention is to paint a spatial picture of the municipality and consequently, define the planning, environmental and land development terrain within which the study unfolds and in particular, the emergence of a polycentric city. The Strategy and Plan opens new windows through which to re-engage time space relationships and city making in a more appropriate symmetry.

The establishment and development of Greater Edendale within a shifting institutional and political environment is subsequently explored and with the collapse of apartheid, Greater Edendale has re-emerged as a centre of symbolic hope. This section of the study attempts to reflect some of the challenges of urban development management in the post apartheid period. Within a highly volatile and contested urban landscape, the establishment of GEVDI as an integrated area-based urban development model is introduced. In what has been described as planning on the run, a number of critical planning and Land Legal and Acquisition programmes are recorded, including partnership and funding arrangements. It records both the success and hardship and the disjuncture between intent and reality and draws some lessons in guiding the future development growth path of GEVDI.

- **Part B: Communication of a Development Manifesto**

The strategy brings into focus the ability of a GEVDI to deliver on its mandate ie. a developmental local government tasked with attacking the blight of poverty, exclusion and deprivation. This section defines a set of principles and concepts that ensures the reconstruction and development of Edendale is underpinned by commonly-held values and a unified sense of direction. It provides an analytical and strategic framework to reconfigure spatial relations and structures and tackle head-on the dualistic and polarised nature of the city's landscape.

Urban morphology specifically addresses the micro level of urban space, but is inherently descriptive and historical. Here an analytical rather than descriptive approach is taken to urban morphology, which captures both its phenomenological aspects of being in space and its structural aspects as a system. A specific strand of urban morphology of great interest to the present study is the research tradition space syntax.

It expounds the need to return to a normative position in post apartheid Msunduzi that engenders a developmental agenda which address the 'persistent polarisation' in the local landscape. Consideration is given to the SA Cities Network and DBSA Model, towards a new planning paradigm, which seeks to radically challenge the prevailing city structure, form and function. In this context, the preparation of the Communication Strategy and Plan is presented as a lens through which GEVDI aims to view, conceptualise and

refine its approach to development issues. It seeks to promote a well governed city with sound institutional, financial and political arrangements. The concepts contained therein, are accordingly a step along the process of charting a new path for the city [ie the evolution of a city towards a Place Utopia, grandeur and bizarrely unique and incredible]. In conclusion, the study explores the shift from public participation to participatory planning in the evolution and making of a new city and expression of a development manifesto.

- **Part C: Theoretical and Conceptual Framework**

In an era of globalisation of knowledge and the development of best practice, within the realms of urban development, sustainability and good governance, the study draws upon the findings published in several research papers commissioned by organisations such as UNICEF, FAO, UNDP, UNESCO and The World Health Organisation. In recognition of the extreme importance and impact of strategic communications, an *expert* consultation was organised, and in each case a working document compiled.

The expertise of communication specialists, marketing strategists and psychological analysts along with the extensive knowledge of field workers and members of staff provides for an invaluable reference to various forms of communication along with case studies for application and their measurable results in developing countries around the world. The discussion which follows deals with a comparative analysis of the communication strategies adopted by certain South African municipalities along with other countries and consolidates the lessons learnt from these comparisons.

A case is subsequently made for the inclusion of a communication strategy and plan in the GEVDI immediate and overall agenda. To that effect certain key drivers for this plan are mentioned, namely: dealing with a contested landscape as an immediate agenda, and Urban renewal and Integrated Development Planning that represent a broader agenda.

A case is put forward which states that in order to attain any of the IDP goals set for GEVDI and the greater municipality and successfully work toward global millennium goals along with those set by our constitution, a plan to strategise communication in certain focus areas is vitally important. To that effect certain key drivers are recognised, namely Institutional Dynamics which deals with internal communication and why it needs to be planned and strategised, along with good governance and partnerships, which elaborates on why marketing GEVDI and providing advocacy for grant funding talks to these drivers and therefore support the necessity for a strategy and plan for communication.

It is stated that this plan deals comprehensively with all the aforementioned areas with benefit to GEVDI as a progressive entity

- **Part D: Communication: Rules of Engagement**

This section provides for the translation of the Strategic Framework into an Implementation Plan to follow. It bridges the gap from theory to practice and defines the rules of engagement which are recorded as elements of a communication contextual framework. By way of the framework, the existing municipal lines of communication, including the institution structure, arrangement and programmes are introduced and accordingly, the manner in which it conducts its business.

This forms a benchmark to measure the activities of the Implementation Plan and the proposals at hand. Moreover, in defining the rules of engagement, this section documents the application of principles which expresses the ethos, attitude and inherent nature of the Strategy and Plan.

It consequently provides for the consolidation, appraisal and identification of communication tools and intervention measures. The preparation of conceptual design solutions is presented thereby pragmatically confronting complex challenges and defining long-term strategic choices. A Matrix is presented which serves as a data assembly and analysis workbench. These are detailed expositions which have to be adhered to ensure the reasonable successful outcome of the project and programmes.

- **Part E: Implementation Framework**

In terms of strategic interventions, the study records the institutional response and actions required in support of the delivery of the GEVDI programme. It highlights various types of engagement, for example pragmatic and intuitive, diverse objectives, methods of engagement and results. In so saying, decisive interventions in support of IDP Key Performance Areas and Service Delivery Budget Implementation Plans are presented.

A Performance Management System to co-ordinate and manage multiple activities are presented. Programmes are formulated for each of these elements, comprising a number of elements which have been identified and quantified. The Implementation Framework is introduced as a means to secure the engagement of stakeholders and promote the joint ownership of the product. It also provides for the pro active mobilization of the community and private sector for project implementation. This Plan highlights the importance of building much stronger action-oriented partnerships and moves beyond mere focusing on integration & coordination procedures to establishing processes and mechanisms to bring about strategic coordination, interaction and alignment

- **Part F: Procedural Manual**

A procedural manual containing various protocols within the institutional and administrative arrangement and work order of the municipality brings the Communication Strategy and Liaison Plan to a close.

10. City change and growth are inevitable, and development pressures are a given. Nevertheless, a City with foresight and insight can guide and manage public and private development to ensure the best possible outcome for its inhabitants. In so saying, a great deal of stakeholder involvement and participation will contribute towards a more informed understanding of the local context and ensure that the eventual strategy is tailored to the specific needs of GEVDI. The interaction with the stakeholders directly informs areas where strategy formulation is required and provides a window of opportunity to ascertain the capacity that the role players have to partake in the implementation process.
11. The City has a principled commitment to deepening local democracy through effective participation. While the democratic process – together with active communication – supports more effective, targeted delivery of services to citizens, it also grows a more active, engaged citizenry, alongside a more responsive and pro-active city government.
12. In conclusion, Democratic Local Government [DLG] comprise a number of aspects in addition to participation and accountability: performance in service delivery, resource allocation and mobilization, and degree of power devolution are among the most important ones. But what makes DLG different from earlier forms of decentralization is the inclusion of these two new themes. The central idea of participation is to give citizens a meaningful role in local government decisions that affect them, while accountability means that people will be able to hold local government responsible for how it is affecting them. Together, these two processes are what constitute the heart of the “democratic” component of democratic local governance.

Towards A Communication Strategy and Liaison Plan

Greater Edendale Vulindlela Development Initiative

Decoding the Message

1.1 Making of the Communication Strategy and Liaison Plan

1.1.1 Background

- [a] Beyond the initial land legal intervention programme and towards a broader and integrated Urban Renewal Transformation Agenda, the Greater Edendale Development Initiative [GEDI] was established by Council in December 2004. In essence, it resembles the characteristics and exists as a specialised Area Based Management vehicle which is presently housed in the Economic Development Unit of the Msunduzi Municipality. The Municipality recognised that the concept of area-based development is increasingly seen to deliver innovation in local governance and effective development action and in the case of GEDI, brings a new sense of hope for socio-economic justice.
- [b] In so saying, the principle mandate of GEDI is to expediently secure and advance the reconstruction and development of the Greater Edendale Area as a cohesive system made up of functionally interrelated elements. Given the long years of neglect that has to be reversed in the Edendale area, the transformation challenges that face Greater Edendale are formidable. In order to deliver meaningful and targeted interventions, GEDI identified as a primary goal the need to enhance human capacity and improve the living conditions of all residents. This will be achieved through intense consultation and collaboration with all stakeholders responsible for development in the area.
- [c] As such, one of the project outcomes seeks to closely involve the citizens in the affairs of local government and delivery of services they need. The direct involvement/engagement of ordinary people in design, implementation and evaluation of planning, governance and overall development programmes at local or grassroots level, has become an integral part of democratic practice in recent years. To this end, public participation and the institutionalisation of the process is *sine qua non*.
- [d] In pursuit of cooperative governance and taking into regard lessons of the past, Access to Capital has been appointed as a Professional Service Provider via the Land Legal Committee as a Communication and Liaison specialist to the project. In the first instance, Access to Capital is required to produce a Communication Strategy and Liaison Plan which is the subject of this study. The elements of the Project Brief and Scope of Work, informing the appointment of the consultant, is elaborated and described in Section 1.2 of this study and conveys in essence the ethos and awaking of the Initiative to a new work order

1.1.2 Purpose and Objectives of Study

- [a] By design, the Communication Strategy and Liaison Plan reflect the nation's values about human dignity, equality and freedom, and uphold the principles enshrined in the Constitution. The Strategy and Plan accordingly encapsulates and proposes the reinforcement of the Initiative which is committed to working with citizens, groups and communities to create sustainable human settlements which provides for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

- [b] Apartheid has fundamentally damaged the spatial, social and economic environments in which people live, work, raise families, and seek to fulfil their aspirations. Local government has a critical role to play in rebuilding local communities and environments, as the basis for a democratic, integrated, prosperous and truly non-racial society. The Constitution of the Republic of South Africa mandates local government to:
- Provide democratic and accountable government for local communities.
 - Ensure the provision of services to communities in a sustainable manner.
 - Promote social and economic development.
 - Promote a safe and healthy environment.
 - Encourage the involvement of communities and organizations in the matters of local government.
- [c] With the foregoing in mind, the purpose of the Strategy and Plan is to articulate and present an expanded and inclusive agenda, embracing the strategic intent and concept of a developmental local government in the reconstruction and development of the Greater Edendale Area. In this regard, the Strategy and Plan sets out to explore the intricate web of relationships within the system and define such preconditions towards the successful orientation of the Initiative. The Strategy and Plan by way of its construct accordingly seeks to:
- [i] Create a platform for dialogue and embrace the participation and engagement of the community as an integral and critical component of the Initiative;
 - [ii] Demystify the programmes and inner working of the Initiative, particularly at it relates to land legal and acquisition matters;
 - [iii] Capture the inherent philosophy and express the development trajectory of GEVDI, incorporating relevant performance management and risk mitigating measures;
 - [iv] Portray a consolidated integrated and holistic framework for the reconstruction and development of the Greater Edendale Area and advance the orderly and desirable spatial pattern and form thereof;
 - [v] Explore ways to improve alignment and synergies between programmes and integration of effort;
 - [vii] And evoke a shift to a significantly different order and configuration of social, economic and political life in an oxymoronic dance of destructive creativity.
- [d] In so saying, the Communication Strategy and Integrated Liaison Plan shall be both a vertical and horizontal alignment tool for the implementation of activities, plans, policies and legislation. It shall be a tool to facilitate structured implementation of programmes, and be an effective decision-guiding instrument. In essence, the Strategy and Plan supports the metamorphosis and coming of age [uprising] of a well planned, balanced, functional, sustainable, high performance, people centered Edendale and multifaceted place.
- [e] By way of the Strategy and Plan, the municipality may now make strategic choices that will make the city champions of a cooperative governance vision of a better life for all. The role and purpose of Strategy and Plan is not only to capture change, but to review and confirm various imperatives through a process of dialogue and engagement. For success, the strategic decision-making process must be opened up, to source multiple opinions and divergent views.

1.1.3 Strategic Outcome and Pathfinder

- [a] With the foregoing in mind, the Municipality now requires the development of a Strategy and Plan which serves as an inclusive growth path directive, is legally-compliant and bound, and provides a strategic foundation in support of the reconstruction and development of the Greater Edendale area. The Strategy and Plan reflects the challenges confronting the Edendale Area, defines a paradigm (underlying values) and elucidates the proposed goals and objectives for the path forward. In this regard, the Strategy and according the submission herein, analyses the Edendale Area's major challenges, and articulates a vision and a set of principles which ensures that municipal work action, projects and programmes are underpinned by commonly-held values and a unified sense of direction towards the integrated, holistic and sustainable development of the area.
- [b] All cities aim to create a more sustainable and resilient urban system. To achieve this, cities have to mediate the tensions that exist between economic growth, human and social development, and the impact of these on the environment and natural resources. In addition, climate change, global competitiveness, instability and commodity constraints represent a snapshot of the complex changes affecting cities on a global scale. Improving the well-being of citizens, managing scarce natural resources and ensuring economic growth must continue amidst uncertainty and rapid change. In so saying, aspects of uncertainty, change, predictability and continuity exist side by side and an understanding of the trade-offs, the consequences of decisions, and necessary balancing required, is critical in any robust strategy process and the study at hand.
- [c] The Strategy and Plan introduces consistency and rationality in municipal matters and provides a focal point and a strategic basis for focusing municipal action, weighing up trade-offs, and linking the strategies and plans of the three spheres and agencies of government. It also provides a perspective that is linked to a continuous process of spatial transformation [restructuring of the city landscape] wherein substantial room for creativity is allowed both in development, planning and decision making. In this context, the Strategy and Plan supports a renewed focus on decisive interventions to ensure accelerated and shared economic growth, poverty alleviation, improved service delivery and eradicating historical inequalities such as spatial distortions, inefficient and unproductive cities and so on; and finally fitting the municipal's actions into a coherent spatial term of reference.
- [d] Planning for the future begins with an understanding of the way things are right now: the place, the people and the social, economic and environmental forces underlying the trends that are shaping Msunduzi Municipality's development. The preparation of the Communication Strategy and Liaison Plan would serve to mirror, portray and reflect the municipal - GEVDI development path, and accordingly:
- Stimulates public interest in and action towards agreed future outcomes including a platform for development dialogue;
 - Articulates and define the city growth and development trajectory;
 - Pragmatically confronts complex challenges and defines long-term strategic choices;
 - Defines development imperatives and frame medium-term operational plans;
 - Allows for the timeous conceptualisation and initiation of projects requiring long-term development and
 - Link long-term city-wide outcomes with operational outputs.

- [e] In support of the Development Agenda for the Greater Edendale area, the Communication Strategy and Liaison Plan seeks to articulate and advance *An Evolved and Timeless Metropolitan Complex and Capital City of Choice, where the hope of humanity is preserved*, which is underpinned by the following statements:
- The Strategy and Plan advocates the progressive advancement and evolution of society primarily defined and enshrined in the Bill of Rights and the inherent spatial quality of such concepts as *dasein, etre-la*, being and becoming.
 - The Strategy and Plan brightly illuminates the civic struggle over *le droit a la ville*, the 'rights to the city' and the power of citizens to control the production of space.
 - The Strategy and Plan is magnified and shadowed by the emergence of the city as a spatial phenomenon and beyond, where the city exists as a functionally interrelated and cohesive system.
 - The Strategy and Plan zooms in on the historical cultural diversity of Edendale and Capital status of the city [ie. the seat of power].
 - The Strategy and Plan vision portrays a dynamic and contradiction filled dialectic of space and time, human agency and the restless formation and reformation of the geographic and city landscape.
- [f] Finally, the Strategy and Plan forecasts the emergence of a metropolitan complex which gives to space a form, a function and wherein the structures of spatial relations are emphasised towards a unified political spatial economy.

1.1.4 Risk Analysis and Mitigating Measures

- [a] A strategy and a plan are only as credible as their delivery mechanism is viable and in so saying a capable state/city is an essential precondition for South African Development. It is submitted that if cities are to balance the need for economic growth with social and human development, it requires the linking of long-term city-wide strategies with operational outputs and stimulating interest in and action towards agreed future outcomes, as alluded to in contemporary city concepts and theories. By decree a City of Choice is espoused and advocated.
- [b] The national development plan proposes to invigorate and expand economic opportunity through investment in infrastructure, more innovation, private investment and entrepreneurialism. The plan presents a development trajectory and road to inclusion, cohesion and shared prosperity. There is a well off need to accept that the old model of consumption is unsustainable and greater inclusivity is required to develop a prosperous and viable economy. This requires shifting from a paradigm of entitlement to a development paradigm that promotes the development of capabilities, the creation of opportunities and participation of all citizens.
- [c] Failure to address these challenges is likely to result in economic decline, falling living standards, rising competition for resources and social tension. Persistently high levels of poverty will prompt social instability, leading to a rise in populist politics and demands for short-term measures that lead to further tension and decline. Msunduzi must avoid such a destructive cycle. Difficulties abound, but alignment around a common vision, with a determination not to be put off by short-term challenges will produce results beyond most people's expectations.

1.2 Commitment to Public Participation [Overview]

- 1.2.1 On commitment to public participation, reference is made to the following extract from the Gauteng Provincial Report *The Depth and Quality Participation in the Integrated Development Planning Process in Gauteng* [2007] which was prepared by: Hein Marais, David Everatt and Nobayethi Dube. In that report, public participation is presented as a fundamental requirement in a communication process between local government and wider community or stakeholders and is support by legislation as recorded hereunder.
- 1.2.2 The Constitution of South Africa [Act no. 108 of 1996] instructs the need for democratic and accountable local government. Section 152 (1) calls for public involvement in local government which is required to “provide democratic and accountable government for local communities”. It instructs local government to “encourage the involvement of communities and community organizations in the matter of local government”, with “local authorities...providing strong leadership for their areas and their communities”. Informed by the Constitution, the White Paper on Local Government [1998] laid a firm foundation for the establishment of pro-poor development local government, strong citizen participation a central element. In the phrasing of the White Paper, “developmental local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives” [Government of South Africa,1998].
- 1.2.3 It also highlighted the importance of democratizing development, empowering and redistributing”, while seeking a balance between regulations and facilitating community involvement. The framework and a subsequent legislative package ushered in a system of local government that is intended to pivot on an interactive relationship with communities. Chapter 2 Section 19 of the Municipal Structures Act [1998] requires that municipalities, in performing their functions, to develop mechanisms to consult with communities and community organisations. They are also expected to annually review the needs of communities along with the municipal strategies devised to meet those needs.
- 1.2.4 While the Municipal Systems Act [2000] addresses that the municipalities must involve local communities in the development, implementation and review of the municipalities’ performance management systems. They must also allow communities to participate in setting appropriate key performances indicators and targets [Putu: 2005]. The Act provides for community involvement in local development planning and budget processes as well as in monitoring and performance review activities (in section 2 and 5). Section 5 highlights the rights and duties of the public in relation to municipal functions. The public should be able to contribute to decision-making processes, and should be informed of pertinent council decisions.
- 1.2.5 Chapter 4 requires that municipalities build the capacity of communities, stating in section 17(2) that “a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the Municipality”. Section 33 requires that municipalities devise ways to consult the public on the needs and priorities, and to involve them in the drafting and review of Integrated Development Plans [IDP]. Chapter 3 of the same Act requires the creation of conditions that can enable participation by the disabled, illiterate and others especially disadvantaged sections of communities.
- 1.2.6 Among the specific tools for bringing about a system of participatory governance development at the local level are Ward Committees. Chapter 4 (section 4) of the Municipal Structures Act requires that municipalities set up ward committees, which are to be chaired by ward Councilors, and which are to serve as representative structures through which communities can participate in local governance and development activities, including planning and budgeting [Putu:2005].

- 1.2.7 Ward Committees are advisory bodies and are intended to make government more responsive to the people's needs and aspirations. Ward Councilors convene these committees, which can comprise up to 10 people from the ward community. The Municipal Structures Act requires that ward committees represent "diversity of interests". Members are expected to be representatives of specific local structures or interest groups. The ward Councilor represents the committee in the municipal council and is required to report back regularly to the committee.
- 1.2.8 Public participation is generally viewed as an important element in Integrated Development Plans [IDPs] [Gaventa and Valderama: 1999], not least because of the expectation that it strengthens legitimacy and helps ensure that their content and strategic direction match local needs and realities. Public participation is therefore a legislative requirement in South Africa's IDP processes. IDPs are regarded as the starting of integrated government planning, and are seen as strategic tools for achieving greater alignment between the Provincial Growth Development Strategy and the National Spatial Development Perspective. They are meant to align planning budgeting, resource allocation and sequenced implementation management to ensure deeper development impact as well as co-ordination across departments and spheres.
- 1.2.9 The good intentions and foundations laid by the South African Constitution (1996) and numerous Acts and White Papers regarding public participation, will not, per se, create a culture of public participation. Policy guidelines will serve as vehicle for the introduction of public participation, but authentic and empowering public participation will only become a reality if it becomes a "process generated from within."
- 1.2.10 Finally, Gebremedhin [in Davis 2004:54-56] emphasises that participatory development demands that communities move from being objects of development to its subjects. To the extent that participatory development entails a humanising process, it becomes an essential ingredient in empowering communities. This means starting with the principle of giving the public a "voice" and "choice" in development to ensure equity and democratic rights.

1.3 Scope of Works [Appointment of Consultant]

- 1.3.1 Public participation is a constitutional matter, going beyond granting the right to vote. In essence, public participation is a political right afforded to all citizens of South Africa. The participation process became structured and institutionalized through the enactment of the Municipal Structures Act, which endorsed the creation of municipal councils for which citizens may elect their own representatives [Mayors and Councillors]. The Structures Act of 1998 [amended in 1999 and 2000] is clear about the need to legally streamline public participation by providing for the right to:
- contribute to the decision making process of the municipality;
 - be informed of decisions of the council and disclosure of the state of affairs of the municipality
- 1.3.2 Government has dedicated its effort on transforming and developing decentralized institutions, such as local government with a separate autonomy and a legal status distinct from other spheres of government, to create an enabling environment for community consultation. The Constitution (Act 108 of 1996) provides for the establishment of three separate, yet interdependent and interrelated spheres of government: The creation of these spheres sought not only to transfer powers and resources to local authorities, but also to create more opportunities for citizens to actively participate in matters that affect their lives. It was envisaged that reaching out to civil society would strengthen participation in political, economic, and social activities that could harness the process of democratization.

1.3.3 In so saying, the municipality is compelled to create space for community participation and stakeholder engagement. It is intended that the Strategy and Liaison Plan will serve as a mechanism to move beyond the rhetoric and actively engage the community in the matters and affairs of Greater Edendale and promote the transparency and inner workings of GEVDI. Reality has shown that development often fails because there are methodological and process differences between authentic public participation processes on the one hand and informing, consulting, involving and engagement processes masquerading as public participation on the other.

1.3.4 With the foregoing in mind, GEVDI has tailored and crafted a particular Framework [ie. Scope of Works] wherein, the following skill sets and competency have been emphasized in the appointment of the professional service provider and the consequential making of the Strategy and Plan:

- **Leadership:** This is about motivating, developing and empowering people, giving them direction. It's about coaching and mentoring under pressure to meet service objectives. It is about dealing with difficult situations and having a flexible style that responds positively to individual people and situations [situational leadership]. Leadership is also about creating an atmosphere conducive to positive thinking, where the team feels that issues can be raised and feels confident and have a sense of ownership. It is about supporting people and managing their performance effectively.
- **Political & Organizational Awareness:** This is about knowing and applying understanding to the context of local government and the democratic process and understanding the political sensitivities and the diverse customer base and dynamics. This means reacting appropriately and positively to both internal and external customers in a way that promotes good relationships and reflects the culture and values of the City. It is also about understanding how we do business as an organization.
- **Problem Solving:** This competency is about identifying the issues, exploring different options and actioning the outcome with the team. It is about applying problem solving skills to management of projects' and programs. It is about taking a step by step approach to solving a variety of problems. It is also about managing the team approach to this and encouraging contributions to establish innovative and creative solutions. This extends to managing performance issues by seeking the best solutions to address poor performance as well as the teams' development.
- **Networking and Influence:** This is about recognizing the value of giving and receiving and about understanding your own role. It is about working flexibly and proactively, seeking partnerships with others. It's about being able to look at the world from someone else's point of view. It is also about being able to build relationships, develop confidence, trust, persuade, convince, listen to and support, and gain commitment from everyone to achieve common goals, convinces others. It is about identifying and achieving mutually beneficial and often common goals from a partner/stakeholder perspective.
- **Organizational & Project Management Skills:** It is about being able to prioritize and delegate appropriately. It's about forward planning and involving the team in the organization and delivery of the service. It's about contingency planning, making decisions and recommendations and having in place appropriate communication mechanisms for change. This also includes identifying new resources and options for service delivery, and managing projects to a start and finish process. It's about understanding and helping to evolve GEVDI, culture, value, principles and goals.
- **Valuing Diversity:** Valuing Diversity is the ability to understand and respect the practices, customs and values of other individuals and cultures. Sees diversity as beneficial to the organization, its goals and the communities affected by the bid. It implies the ability to work effectively with a wide cross-section of

the community representing diverse backgrounds, cultures and socio-economic circumstances and divergent goals

- **Interpersonal Skills:** This is about the ability to interact with others, to facilitate communications with individuals and groups and influence relationships and cultures. This is about being motivated to achieve, being self-aware, and conscious of how others perceive you. It is about being able to read a situation and adopt appropriate style and behaviour to deal with it. It is also about being assertive and challenging, having an open, flexible approach that generates confidence in your abilities. It is about often having to “think on your feet” and be honest and open about what can and cannot be achieved.
- **Partner Relations – Focused Service Delivery:** This competency is about continuously developing and improving services to partners/stakeholders and the public with an interest in the project, by listening and responding to their needs, pursuing innovation and quality in message delivery. It is about understanding our partners/stakeholder base, what we do with and for them, and how our strategies affect them. This competency also includes understanding the political sensitivity of processes and understanding the decision making process so that developments are focused on our strategic outcomes and considered within the broad political framework.

1.3.5 As per the Scope of Works, the arena of communication is about receiving, understanding, and delivering information to individuals, teams, groups, and partners/stakeholders. It is about listening, interpreting, and having flexible style, delivering clear and concise messages with confidence. It is also about supporting partners/stakeholders concerns and making judgements and decisions. It is about maximizing information technology to aid effective communication.

1.3.6 It is presented that these elements articulate a particular point of departure where a life lived by choice is a life of conscious action and a life lived by chance is a life of unconscious reaction. Accordingly, the lack of citizen participation in the affairs of local government, if not taken seriously, could negate and compromise our progressive democracy. Public participation will not happen by itself, as Kabemba [2004] puts it, citizen participation will not happen by exhortation and noble talks. It will require struggle. It needs people who have a passionate conviction and commitment. Effective participation also requires that municipalities be thoroughly capacitated and have the will to promote citizen participation.

Part A: Greater Edendale Urban Renewal Initiative

1. Msunduzi - Edendale: Linkage and Network Analysis

1.1 Communication and New World Order

- 1.1.1 “Cities and towns have been engines of growth and incubators of civilisation and have facilitated the evolution of knowledge, culture and tradition as well as industry and commerce. Urban settlements, properly planned and managed, hold the promise for human development and the protection of the world’s natural resources through their ability to support large numbers of people while limiting their impact on the natural environment.”

(Second United Nations Conference on Human Settlements (Habitat II); Paragraph 5 of the Habitat Agenda)

- 1.1.2 The concept of global village was popularized by the Canadian communications professor Marshall McLuhan who popularized the phrase ‘the global village.’ in his 1962 work, *The Gutenberg Galaxy*, McLuhan had suggested that the rapid developments in communications technology, allowing the instantaneous flow of information around the world, had made possible the existence of a single, interconnected [but by no means standardized or harmonious] world [Sadeepa 2011]. The globalization of the world entails the growing interconnectedness of its various component parts [people, places and so on] coupled with an increasing awareness on the part of actors [individual, corporate etc.] of the world as a single stage upon which to perform.
- 1.1.3 The global village [as per Jackson and Ron: 2010] develops when technologies collapse physically and perceptual time and space, a collapse in which cultural and spatial differences collide and epistemologies of human otherness change. When this collapse happens, when human relations to geography blur, one culture-the village begins to merge. The world is now said to have entered the age when information is central to technology, economy, work, space and culture and as Kirkman explains, “when we speak about access, what it really mean is access to information, knowledge, and communications opportunities, not access to one specific service or technology.
- 1.1.4 Globalization and forces [through Information, Communication and Technology] has had a profound impact on the structure and functionality of cities. Cities are required to take global influences into account when planning for sustained growth and resilience. Worldwide, cities are associated with large numbers of people, resources, services and infrastructure, and are therefore the drivers or gateways of national and international economies. It is submitted that successful cities have what is called a “future orientation” and in this regard, a number of theoretical insights demand attention which are recorded in the Johannesburg City Development Strategy as follows:
- 1.1.5 Cities serve as the dynamos of national economies and those cities that succeed in attracting and retaining highly skilled, talented citizens – alongside successful local companies and globally competitive firms – hold a greater hope of continued competitiveness. This view has given rise to further theories on mechanisms for driving competitiveness – resulting in concepts such as the:
- Global City-Region;
 - Collaborative/ Creative City; and
 - The Smart City.

- 1.1.6 The concept of the *Global City-Region* (GCR) contributes to our understanding of the geography of competitiveness. GCRs consist of regional economies with one or more metropolitan areas – and surrounding hinterlands. Their economies are characterised by intricate networks of specialised but complementary activities, bolstered by large multifaceted local labour markets, with this combination resulting in a strong economy augmented by agglomeration effects. City strategies that emphasize competitiveness focus on driving support for particular high-growth economic sectors, securing foreign direct investment, ensuring strong skills development and building a conducive environment for business.
- 1.1.7 In contrast with GCRs, the related concept of the *Collaborative/ Creative City* posits that human intelligence, motivation, imagination and creativity are replacing other urban resources, such as location, natural resources and market access. The concept of creativity has recently been introduced in economic and urban policies as a key resource viewed as necessary for ensuring competitiveness in the global knowledge economy. Many innovative city strategies have focused on providing spaces – physical and social environments – to stimulate the production of creative output and innovative communities, while promoting the establishment of value-added economic activities.
- 1.1.8 Of relevance to the theme of competitive cities is the *Smart City* – an idea that is gaining prominence as an important feature of many city strategies. Smart cities are able to use Information and Communication Technologies [ICT] to enhance economic efficiencies and overall competitiveness. One of the main thrusts of the Smart City concept is the use of technology, or ‘smart systems’, to improve the overall efficiency and functionality of services, processes and systems within the urban environment. There is a direct, positive link between competitiveness and resource use and optimisation. Smart cities carry a vision of the future technological city – with a view of municipal requirements, and the potential of real city-wide connectivity, data-rich information, and informed decision-making.
- 1.1.9 As is evident from the above, various city concepts and theories hold value for, and have informed, an array of South African city strategies. The strategies present an economic outlook and define the making of a city and its inherent characteristics and attributes. They disclose a particular city image and adopt an identity by design. As such, the strategies reveal a place of value and a legible text towards a positive performing urban system. The strategies which need not be mutually exclusive essentially gear the city for economic growth by expanding a robust, entrepreneurial and innovative economy.
- 1.1.10 In the case of Msunduzi, the city is renowned as an academic centre of excellence which has produced a distinctive spatiality and a comparative advantage. The IDP proposes to capitalise and promote the city as a destination of choice, an academic centre of excellence and a place to do business with a complex and diversified economy. In so saying, the Msunduzi Municipality is presented:
- As an centre of *learning and culture* which give expression to democracy and social justice and increase participation in political, social, cultural and economic life;
 - As an ICT laboratory, rooted in the African experience, contributing to African knowledge production and generating ideas and insights with global relevance;
 - As a *21st century institutional complex* that must develop innovative modalities of governance and civic engagement in order to respond to ever-changing global environment and demands; and
 - As a *relevant hub of the knowledge economy*, actively engaging communities to produce knowledge for social development and delivering innovation-driven research for commercial and economic advancement.

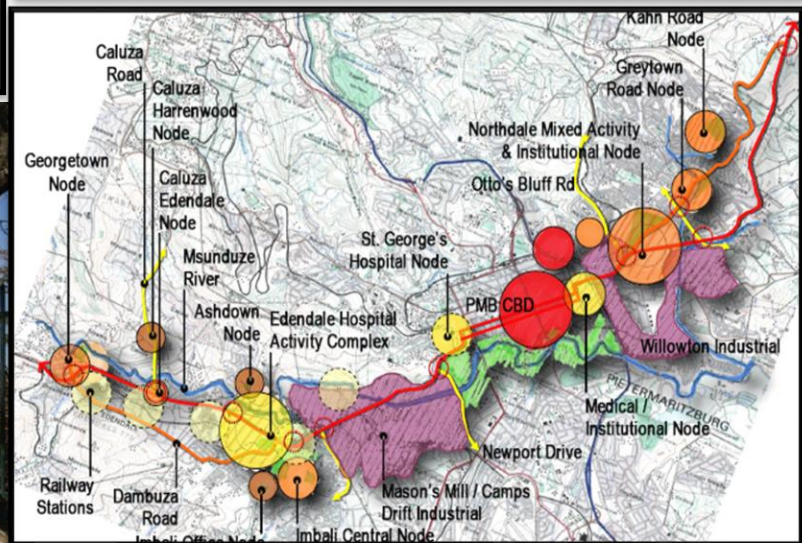
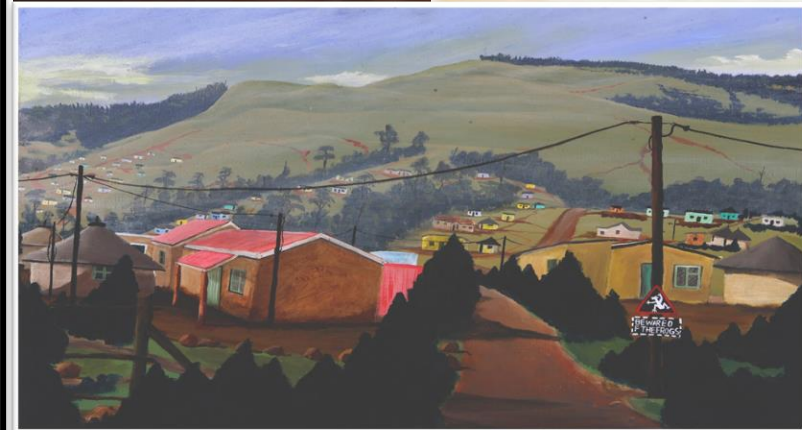
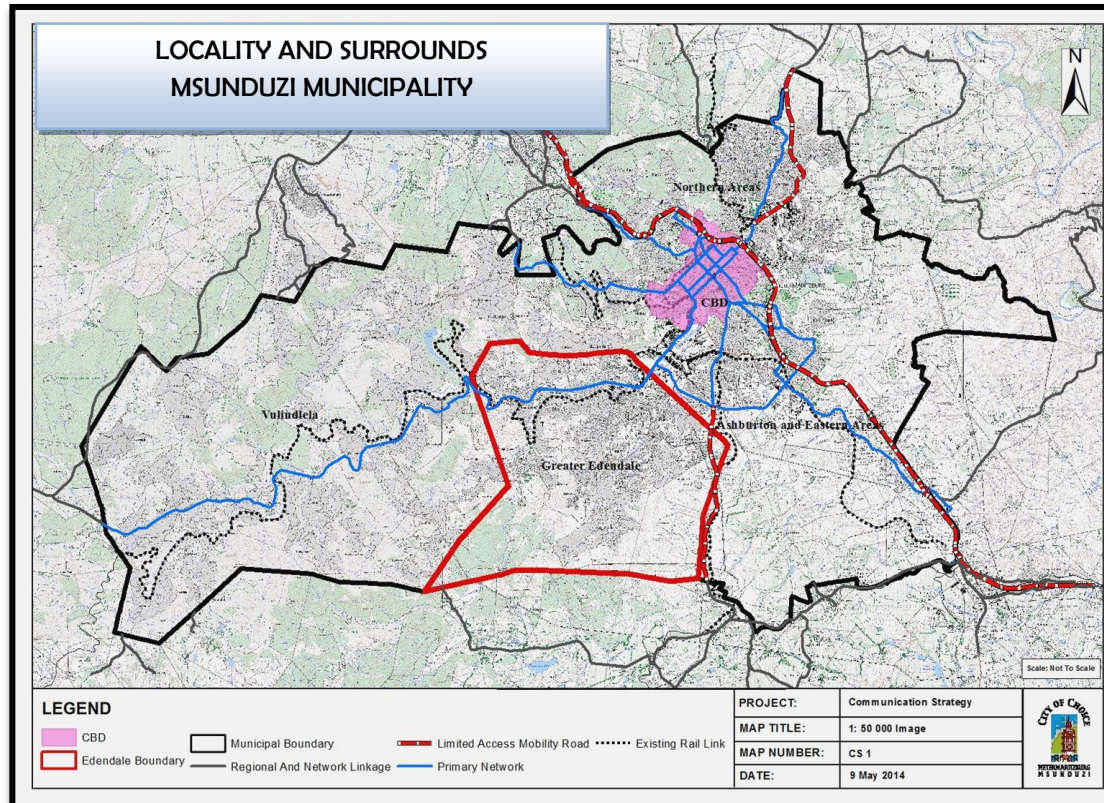
- 1.1.11 The value of information, communication and technology lies in the definition it provides of cities, not as fixed physical artefacts or historical subjects, or simply spaces within which other things happen – but as, pre-eminently, emergent outcomes of complex interactions between overlapping socio-political, cultural, institutional and technical networks. These networks are in turn recognised as being in constant flux, as vast socio-metabolic flows of material resources, bodies, energy, cultural practices and information work their way through urban systems in ways that are simultaneously routinized, crisis-ridden and transformative.
- 1.1.12 It is imperative we keep sight of the fact that the world is changing rapidly. Knowledge [expressed in terms of information, communication and technology] is the new commodity that defines economic success, and large cities are typically where knowledge is created and nurtured. South Africa's future development trajectory cannot afford to ignore that reality.

1.2 Msunduzi and Spatial Context

- 1.2.1 The Msunduzi Municipality commonly known as Pietermaritzburg or the “City of Choice” is located along the N3 at a junction of an industrial corridor 80km inland from Durban on the major road route between the busiest harbour in Africa, and the national economic power houses of Johannesburg and Pretoria. The Msunduzi municipality covers an area of 635 km² with an estimated population of 617,000 people. The city of Pietermaritzburg is located within the Msunduzi local municipal area, is the second largest city within KwaZulu-Natal and the Capital City of the Province.



- 1.2.2 The confirmation of the capital status has entrenched its role and position as the administrative and political hub of the Province and in this case, the capital status and its associated seat of power has produced a distinctive built environment.
- 1.2.3 The city as we know it was previously administered and managed by four different authorities i.e. the Pietermaritzburg Municipality, the KwaZulu Government [Vulindlela], the Department of Co-Operation and Development [Greater Edendale] and the Development and Services Board [Ashburton and Fox Hill]. As astonishing as it might seem, these areas were planned and developed in isolation of each other, despite their obvious functional and economic interdependence. In 1995, the Pietermaritzburg TLC was established with the Greater Edendale area and other areas to the east being incorporated into the city. This was followed in 2000 by the creation of the present municipal area, which brought Vulindlela and additional areas to the east and southeast into the city.
- 1.2.4 Pietermaritzburg combines both style and vitality and is a vibrant city set in the breathtakingly beautiful KwaZulu-Natal Midlands region. Seeped in history, the City is a cultural treasure-trove brimming with diversity and colour and has a profound and perplexing urban metamorphosis. Few cities epitomize the vibrancy of a contemporary African city better than Pietermaritzburg. Offering a full spectrum of opportunities, it comes as no surprise that it lays claim to being the ‘City of Choice’. Its outlook portrays and seeks to create a memorable and highly imagable city which engenders a strong sense of ownership and pride and reflects the history, culture and achievements of the people of City.



- 1.2.5 Its strategic location within the Province's space economy provides a foundation for sustain economic growth and a conducive environment for investment to thrive. KwaZulu-Natal, one of nine provinces, has historically been a key component of the South African economy. According to latest figures, KwaZulu-Natal is the second highest contributor to the Gross Domestic Product (GDP). The contribution to the country's GDP was at a steady average of 16.4 percent in the period between 1995 and 2009. After Gauteng Province, KwaZulu-Natal's diversified manufacturing sector is the second largest in the country. Currently the manufacturing sector has remained robust, contributing close to 20 percent of GDP. The manufacturing sector is geared for export, with nearly a third of South Africa's manufactured exports being produced within this region.
- 1.2.6 Over time the province has grown into a vibrant region, supported by abundant resources, effective infrastructure, sound logistics, good communication and a thriving economy. The region has presented itself as a business-friendly environment with an informed financial system. By way of its location, the city serves as a gateway to the inland economic heartland which offers uncapped economic opportunity and investment return potential. Its location has a strong influence on regional channels of investment, movement and structuring of the provincial spatial framework for growth and development. It is a primary economic hub within uMgungundlovu District Municipality and its strategic location has favoured and helped the city establish and develop a strong and commanding industrial base.
- 1.2.7 The very existence of cities depends on the existence of agglomeration economies that can be subdivided into economies of scale, scope and complexity. Location is a key element in this respect from the point of view of achieving agglomeration economies, which refers to the productivity advantages stemming from the spatial concentration of production. Space figures centrally in urban economic and social theory because proximity facilitates the gathering and exchange of information, lessens the cost of transport, and makes possible the exercise of some beneficial social controls.
- 1.2.8 As a primary node within the District, Msunduzi is viewed as a regional urban centre with good existing economic development and the potential for growth. It services the regional economy and is the dominant economy and accounts for between 75% and 80% of the district economy. It is essentially a service economy and the fact that it is the administrative centre for KZN [the provincial capital] as well as the major link between the coast and the hinterland, affects its economy in a number of ways and generates specific opportunities. As such, the Msunduzi Municipality plays a significant role in the provincial space economy and as part of a web of national and provincial corridors and nodes.
- 1.2.9 The City's vision forecasts the emergence of a metropolitan complex which gives to space a form, a function and wherein the structures of spatial relations are emphasized towards a unified political spatial economy. As set out in Section 2 of the Local government: Municipal Structures Act, 117 of 1998, a category "A" Metropolitan Municipality requires to be:
- (a) A con-urbanation, featuring -
 - areas of high population density
 - Extensive development
 - An intense movement of people, goods and services
 - (b) A centre of economic activity with a complex and diverse economy
 - (c) A single area for which integrated development planning is desirable; and
 - (d) Have strong interdependent social and economic linkages between its constituent units.

- 1.2.10 Metropolitan areas are seen as the engine of a country's economic growth. Proponents point to the overwhelming contribution made by metros to national GDP. Much is also made of the fact that most of the world is urbanising rapidly, with major cities now housing the vast majority of a country's population and, concomitantly, the bulk of its labour force. South African metropolitan spaces are evolving fairly rapidly into sophisticated economies. Municipal areas are becoming densely populated spaces with significant volumes of international trade. Moreover, internationally, many national governments now look to metropolitan areas as critical sites of creativity and innovation.
- 1.2.11 Metropolitan areas are large urban settlements with high population densities, complex and diversified economies, and a high degree of functional integration across a larger geographic area. Unlike many cities of a similar stature and status, Msunduzi which is an aspirant metro, lacked a clearly articulated Corporate Strategic Development Agenda. Accordingly, the urgent need for the preparation of a Plan as a growth path directive and scenario planning instrument which realises a developmental and sustainable Msunduzi Metropolitan complex, and a globally competitive city, was called for. In response thereto, the preparation of a City Development Strategy has now been commissioned by Msunduzi Municipality supported by the South African Cities Network. It is imperative that the future of Edendale with all its challenges occupy centre stage in the making of the City Development Strategy [20 year development plan].
- 1.2.12 The preparation of the City Development Strategy is presented in the following context:
- “Scenario planning derives from the observation that, given the impossibility of known precisely how the future will play out, a good decision or strategy to adopt is one that plays out well across several possible futures”*

1.3 National and Provincial Spatial Perspective

- 1.3.1 For developing countries such as South Africa, the emphasis is now firmly placed on competing in a global marketplace, with the pressures and demands associated with a developing economy. For the post-apartheid cities of South Africa, globalization has meant increased competition with other cities and changes in the nature of production and work. Managing global economic flows, retaining and competing for fixed investment, human capital development and sustained resource management lies at the heart of a city's economic role and function. Moreover, whilst South Africa's per capita income places the country among middle-income countries, its income disparities are among the most extreme in the world. Reducing inequality and poverty, and tackling unemployment and underemployment, are the key challenges faced by the South African cities.
- 1.3.2 The National Development Plan [NDP] was prepared by the National Planning Commission [NPC], a structure that was appointed by President Jacob Zuma in May 2010. The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report [2011], the NPC identified 9 primary challenges facing the country [which are also prevalent in the Msunduzi Municipality and Greater Edendale], namely:
- Too few people work;
 - The quality of school education for black people is poor;
 - Infrastructure is poorly located, inadequate, and under- maintained;
 - Spatial divides hobble inclusive development;

- The economy is unsustainably resource intensive;
- The public health system cannot meet demand or sustain quality;
- Public services are uneven and often of poor quality;
- Corruption levels are high; and
- South Africa remains a divided society.

1.3.3 In addressing these concerns, the NDP sets out six interlinked priorities [which have also been carried into the GEVDI programmes and activities], namely:

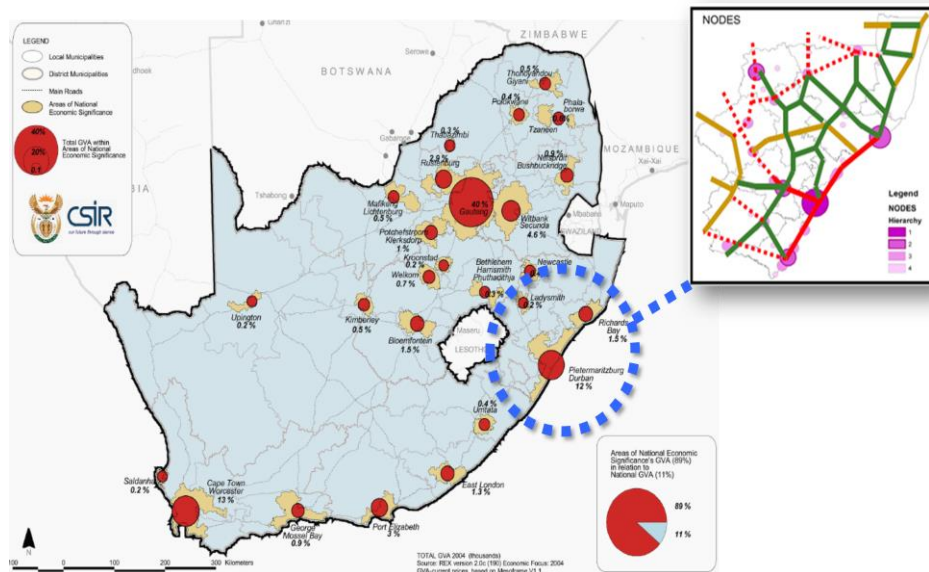
- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy, and accountability;
- Bringing about faster economic growth, higher investment, and greater labour absorption;
- Focussing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

1.3.4 The NDP is a plan for all South Africans, which provides a framework to guide key choices and actions of both civil society and the state. Amongst other things, the NDP depends on municipal IDPs to unpack and operationalize these priorities, something which this IDP strives to do through its objectives and strategies. Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. Dismantling the spatial distortions of apartheid and constructing new spatial forms and arrangements that are more conducive to the objectives of nation-building and social and economic inclusion, is a prevailing policy challenge.

1.3.5 The main policy directives at a national level, which informs provincial and local development planning in South Africa, are contained in the principles of the National Spatial Development Perspective [NSDP]. The NSDP provides a description of the spatial manifestations of the main social, economic and environmental trends that should form the basis for a shared understanding of the national space economy. It represents a key instrument in the State's drive towards ensuring greater economic growth, buoyant and sustained job creation and the eradication of poverty.

1.3.6 The principles are based on growth corridors linked to key economic nodes and regions in the country. It recognises the important role of cities in the national economy, and identifies them as focus areas for government investment. Focus on nodal areas gives credence to a vision for a post-apartheid South African City. These areas have clear economic comparative and competitive advantages, which, to a large degree, are based on the strength of the dominant economic activity and industrial concentration of nodes within them. As such, the NSDP directs economic fixed capital formation into areas that yield the highest impact in terms of economic output, employment creation and poverty reduction.

1.3.7 Pietermaritzburg is identified in the NSDP as one of the 26 urban centres in South Africa, and accounts for 0,72% of the total national population. This recognises the critical role the area plays as an engine of growth, connecting its region to the global village and contributing to both rural and urban development generally. The NSDP also identifies the N3 as a national development corridor, which serves to connect urban centres. In this context, corridors are presented as channels of investment and emphasises functional linkages and connections between lagging areas and core regions as a means to address spatial disparities.



- 1.3.8 At a provincial level, the Provincial Spatial and Economic Development Strategy (PSEDS) has been developed as a provincial translation of the NSDP and an input into the Provincial Growth and Development Strategy (PGDS) for KwaZulu-Natal. The PGDS provides a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction and consequently, sets out to:
- Focus where government directs its investment to ensure sustainable and maximum impact;
 - Capitalise on complementarities and
 - Facilitate consistent and focussed decision making.
- 1.3.9 As with the NSDP, PSEDS recognizes that social and economic development is not evenly distributed, in part due to disparities in the spatial distribution of natural resources, but also as a result of the unfortunate pre-democratic politico-economic regimes. In South African cities, disparities have been aggravated by apartheid spatial planning, and have resulted in a disjuncture between where the majority of the people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth.
- 1.3.10 It concludes that future economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centers. PSEDS echoes the sentiments expressed in the NSDP and recognises the strategic location and development potential of Msunduzi. It is identified as a secondary node and in line with the NSDP, a focal point for investment and development. In particular, Durban-Free State-Gauteng logistical and industrial corridor [SIP2] runs through Msunduzi and enhances the expanded economic development potential of the municipality. The spatial challenge is to introduce a lattice road network that connects Edendale to the N3 Corridor development.
- 1.3.11 The areas potential for tourism, commerce and industry is recognised and as a secondary node, Msunduzi is viewed as a regional urban centre with good existing economic development and the potential for growth. It services the regional economy and plays an important role in the web of national and provincial corridors and nodes. At a district level, the Umgungundlovu District has identified Pietermaritzburg as the only primary node within its area of jurisdiction, reflecting the economic development potential of the city, and the emerging metropolitan status of the area.

1.3.12 Pietermaritzburg, is the second largest city in KwaZulu Natal and the capital of the province. Being the dominant economy (accounting for between 75% and 80% of the district economy) within the district and an important link between the coast and the hinterland, affects its economy in a number of ways and generates specific opportunities. The Msunduzi Municipality was further identified as an area with tourism and manufacturing potential, as well as services, especially in health, education, ICT and logistics. The second decade of democracy has to underwrite the political gains of the recent past with the formation of a working economic democracy. This requires a new set of policies and programmes that address the legacy of spatially inefficient and unproductive cities. In this case, the NDP outlines a framework to meet the government's aims of economic growth, poverty alleviation, employment creation, improved service delivery and eradicating historical inequalities such as spatial distortions

1.3.13 It is submitted that Integrated Development Plans [IDPs] will need to provide more rigorous assessments of potential by combining the NDP's initial interpretation with local knowledge and research. Through a process of interaction and dialogue, these state and municipal planning instruments will then define each locality's development potential. Henceforth, the municipality and its IDP should act as a tool to help government to move beyond mere focusing on integration & coordination procedures to establishing processes & mechanisms to bring about strategic coordination, interaction and alignment.

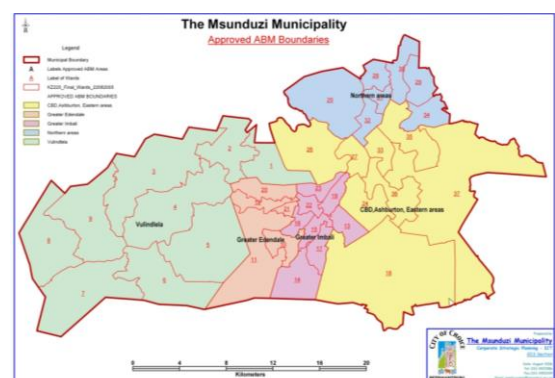
1.4 Msunduzi-Edendale: A Consolidated Planning Framework

1.4.1 The Municipal Systems Act 32 of 2000 aims to empower local government to fulfil its Constitutional objectives and in terms of Section 25 [1], each Municipal Council must produce an IDP, of which the SDF is a core component [Section 26 e]. Further to the IDP, the Msunduzi Municipality identified a need to refine its SDF to incorporate area-specific issues, identify localised development opportunities, refocus its development programs and inform the preparation and introduction of a coherent Land Use Management System [LUMS]. In this case, LUMS is presented as a single, uniform, but flexible system, which can be applied across the municipality and refers to all the actions required by a municipality to manage land.

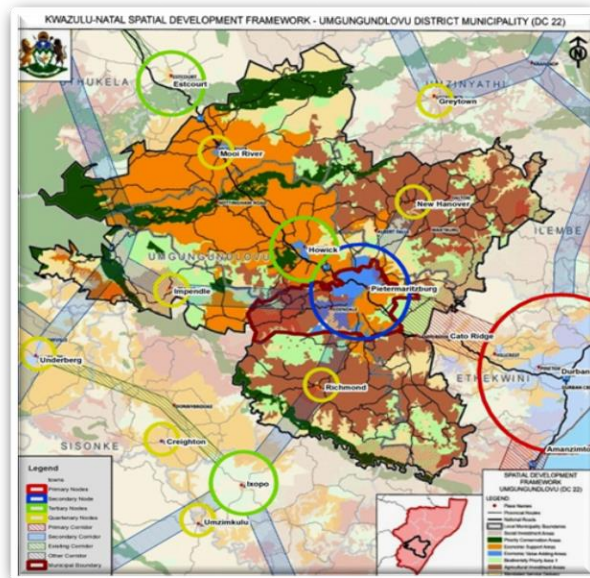
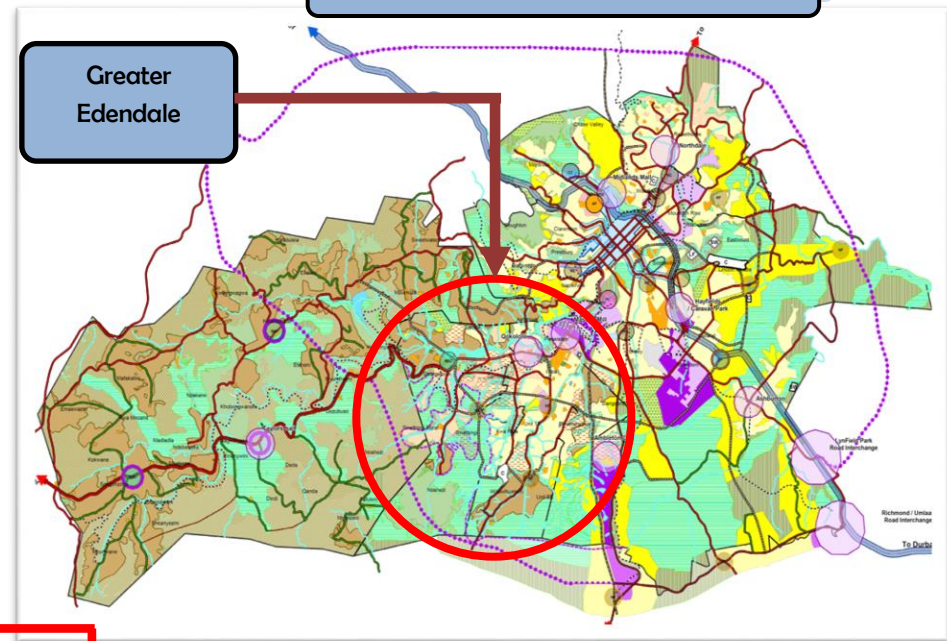
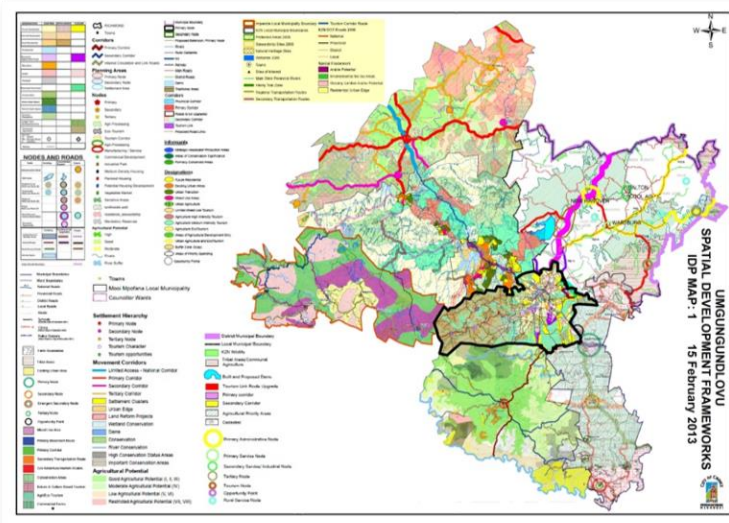
1.4.2 Consultants were appointed to undertake the review of the Msunduzi SDF. In the context of the Land Use Management System and towards the refinement and review of the SDF, Council has sought to adopt a continuum of plans which constitutes the spatial and physical planning component of the system. In essence, the planning practice and approach effectively endorses a 'package of plans' with varying degrees of detail and application.

1.4.3 The revision of the SDF has been pursued on an Area Based Management [ABM] approach and to begin with, included the preparation of a Consolidated SDF for the entire municipal area. Subsequently, SDF for the individual ABM areas were prepared to address unique development trends while also providing for wall-to-wall spatial integration and transformation. The ABM's include the following areas:

- Vulindlela;
- Greater Edendale & Imbali;
- Northern Areas and
- Ashburton, CBD, Eastern Areas.

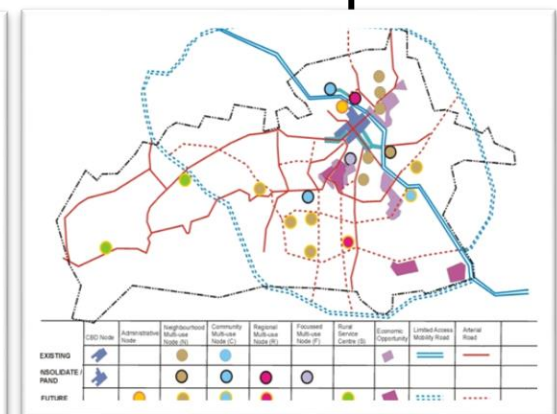
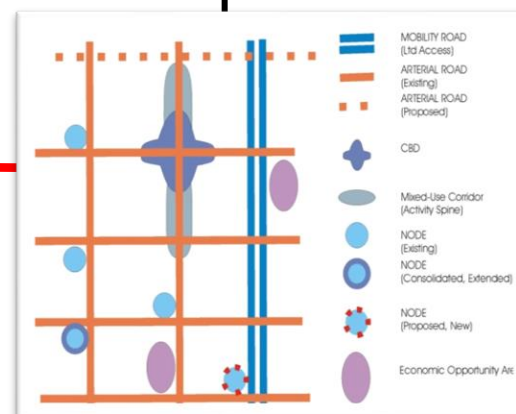


- 1.4.4 The Consolidated SDF was adopted by Council on 30 September 2009 and is built on the development concept of a hierarchy of nodes connected by a system of corridors. It has suggested that development nodes are a reflection of areas with potential for economic development, where a range of services are provided. The main objectives of development corridors is to achieve integration, improve access and provide investment opportunities whilst correcting imbalances created by the apartheid planning system. It is suggested that through the use of development corridors, segregated areas can be connected and opportunities created for social and economic development in previously disadvantaged communities and the identification of alternative development axis. It is recorded that consultants have now been appointment to review the 2009 SDF, which process is well advanced.
- 1.4.5 Further to the SDF and with the introduction of LUMS, the Executive Committee in 2010 resolved that Local Area Plans be produced for the following priority areas:
- South Eastern District [SEDis];
 - Produce a Development Vision for the area with an associated appropriate policy framework in which future development can take place in a sustainable manner;
 - Produce a Planning, Development and Implementation Framework to inform investment decisions regarding the development and use of land, provision and phasing of bulk infrastructure and a basis for the assessment of the impact of development on land; and
 - Articulate and advance the planning and development concept of a “City within a City” towards the restructuring, reconstruction and development of the post apartheid city [Ambleton City].
 - Central Area and CBD Extension Node
 - Produce an Inner City Development and Regeneration Strategy which reinforces and consolidates its character and role as the economic and administrative hub of both the City and Region, including its function as an urban centre ie. a place of exchange [a market place]; a place of concentration of power [financial, economic and political]; an investment location; a rates revenue generator; and a place for housing, social interaction and integration; and
 - Produce a Planning, Development and Implementation Framework in support of the above regeneration strategy, ultimately informing the revision of the Town Planning Scheme.
- 1.4.6 Within the context of the above hierarchy of plans, the production of Local Area Plans is presented as an integral component of the SDF Review program. In so saying, LAPs forms part of the Municipality's package of plans and as such, it is informed by the Municipality's IDP and SDF and seeks to translate the intentions of these higher order plans into:
- geographically specific, physical development and land use proposals;
 - focus on land use, transport, environmental and infrastructure implications;
 - direct level, form and location of investment within the study areas;
 - guide the preparation of the land use management system and
 - To qualify and quantify the existing SDF proposals
- 1.4.7 As per the Municipal Planning Programme and Package of Plans, the Executive Committee resolved that the Pietermaritzburg Town Planning Scheme be extended to include Sobantu and the Greater Edendale area. This action is been pursued in accordance with the provisions of the Planning and Development Act, wherein it is also noted that in terms of the Municipal Systems Act, a Land Use Scheme is a key component of the Integrated Development Plan (IDP).



From Theory

To Practice

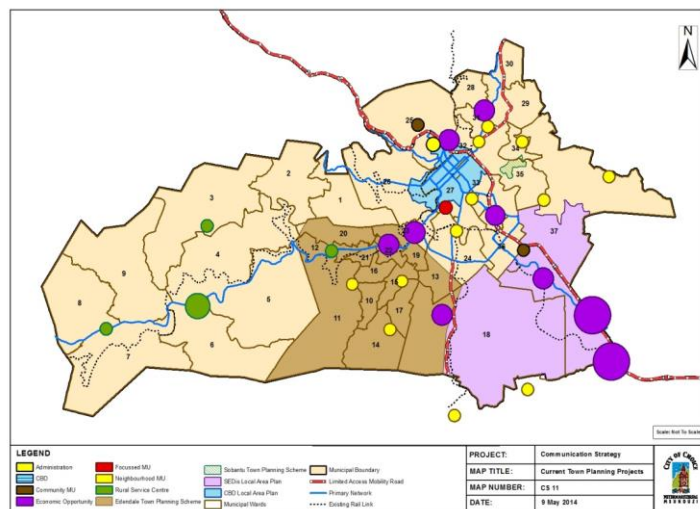


1.4.8 With the foregoing in mind, the extension of the Msunduzi Scheme to include Greater Edendale is been undertaken within the context of the IDP and the associated Spatial Development Framework [SDF] and with due cognizance of the development and transformation agenda that underpins these strategic documents. The Scheme is accordingly required to enhance and contribute towards sustainable development, and improve governance [as it relates to land use management] within the City and Edendale.

1.4.9 The scheme extension will work towards the establishment of a single regulatory land use management system that can be applied uniformly throughout the municipality. The KwaZulu-Natal Guidelines for the Preparation of Schemes defines a scheme as:

'a tool used by a municipality to guide and manage development according to the vision, strategies and policies of the Integrated Development Plan and Spatial Development Framework, and in the interest of the general public to promote sustainable development and quality of life.'

1.4.10 Further to the guidelines, the primary aim of the Msunduzi Municipality Scheme extension [to include Edendale and Sobantu] is to duly facilitate coordinated, harmonious and sustainable development, in a way that promotes health, safety, order, amenity convenience and general welfare, as well as efficiency and economy in the process of development. The consolidation of the above studies and municipal Planning Programme are collectively shown in the map herein which in effect, supports the formulation of a Land Use Management System for the City and the area of Edendale.



1.4.11 GEVDI through its planning and development experience has attempted to achieve a number of specific outcome [documented hereunder] and in that experience, it has been recognised that *the process of formulation is as important as the product*:

- is based on an agreed vision and planning principles promoting equity and sustainability;
- is aligned with relevant national and provincial policy;
- reflects a clear understanding of the reality of the Edendale spatial environmental, social and economic systems, particularly with regard to urban structuring, infrastructure needs and capacity;
- reflects the desired and growth pattern of Edendale
- includes an implementation plan, with measurable targets;
- is realistic in terms of growth prospects and the financial and institutional capacity of the municipality to implement the proposals;
- is aligned with the municipal Environmental Management Framework (EMF);
- provides guidance for sector plans and development initiatives from all government agencies;
- enjoys a high level of buy-in from all stakeholders and
- is clear, succinct and accessible to a wide audience.

- 1.4.12 In response to the continuous process of change and development in the urban environment, the adoption of the Land Use Management System which is now a legal requirement in terms of the Spatial Planning and Land Use Management Act, is presented by Msunduzi as an indispensable feature for dealing with the manifold and complex problems of urban management and planning. Since the old *laissez faire* approach to regulating the growth of urban development is inadequate and no more relevant to the modern cities, there is a veritable need for an institutional control of urban development. This in essence requires a sound knowledge of urban growth and a versatile tool for modelling and simulating such process in order to afford development agents the necessary tool and skill for managing urban land use change.
- 1.4.13 In so saying, the idea of a New South African City first emerged in formal policy discourse in the Reconstruction and Development Programme in 1994, and was further developed in the Development Facilitation Act, [Act No. 67 of 1995]. The vision for a new South African City as encapsulated in the UDF and in a myriad of policies has failed to materialise. It is observed that if sustainable and economically productive and inclusive cities were built with policy documents and vision statements alone, South African cities would have been model cities. It is however common knowledge that South African cities are some of the most inefficient and unsustainable in the world. Despite this, the fundamental goal of urban restructuring as first articulated in the early 1990s remains intact in government policy albeit a shift in the form of local government in South Africa. Boraine, et al, (February 2006:260), maintains that there has been a change from a particularistic emphasis of overcoming apartheid to a more generalised aspiration for urban innovation led by a developmental state.
- 1.4.14 The theories of urban land use have been subjects of a number of criticism, amplification and modification since the 1920s. It is a crude attempt to compartmentalize urban systems into structure that we can easily understand and explain. Though the proponents and many authors that had worked on these theories recognized the fact that every city has unique experience and history and thus it is difficult to box into a unified theory or concept the changed process and pattern of any urban area. It is however undeniable that theorizing and modeling urban land use greatly help in simplifying complex urban systems for easy understanding, interpretation, comprehension and therefore management.
- 1.4.15 Broad intellectual processes can contribute to conceptual alterations and shifts which are often the major agents of policy innovation. Urban policy making therefore is the product of a continuous interaction of intellectual process and institutional response. From this it can be argued that urban policy is been driven by successive sets of powerful, and relatively consistent, value judgments which have had a profound influence on how urban problems are defined, and on the policies derived to deal with those problems.
- 1.4.16 As a consequence, Msunduzi has adopted an area-based management model and has defined a Hierarchy of Plans and a specific Planning Programme in support of the reconstruction and development of the greater Edendale Area. It is submitted that GEVDI is not without plans but the challenge at hand is the implementation of those plans and the financial resources to make it a reality. GEVDI should also be cautioned that the adoption of a scheme within a highly volatile environment brings its own set of challenges, especially where such a scheme [and its implications and without proper public participation] is been introduced for the first time. It is presented that this is an area where the Communication Strategy and Liaison Plan can play a meaningful role in carrying the message into the community.

2. Greater Edendale: A Negotiated Settlement and Residual Effect

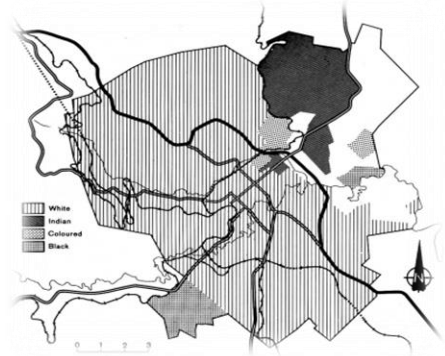
2.1 Dialogue and Democracy

- 2.1.1 Communication in South Africa represents a key achievement in the formation of a new democratic country, without the total onslaught or anarchy of a civil war. Communication in the new dispensation has allowed the voiceless to be heard, respected and be active role players in their own development. While the previous government had a culture of secrecy, disinformation and restriction of press freedom, the new democratic government purports to uphold constitutional values of freedom and the public's right to information and promises a new, open and accountable government.
- 2.1.2 Much of the beginnings of the current communication advances may be credited to CODESA (Convention for a Democratic South Africa) which has been widely known as the talks of compromise and included CODESA 1 and 2.
- CODESA 1 served as the first attempt in formal meetings with multiple parties and leaders gathered towards negotiating the conflicts in South Africa. This was launched in 1991. The objectives of these meetings served as a positive progress towards change.
 - CODESA 2 which began in 1992 focused on procedural issues. The NP [National Party] and the ANC [African National Congress] were majority players in the negotiations and as no agreement was reached, it brought an end to the Convention.
- 2.1.3 According to Spitz [2007], CODESA was a start; it planted the seeds of compromise, because participants learnt to tolerate each other and crucially, to develop faith in the process itself. Even if it did not reach agreement in some fundamental areas, significant issues were broached and certain principles placed on the table. It laid the foundation for structural change in negotiations, processes and incorporation of the wider public into governmental affairs.
- 2.1.4 In March 1993, a Multi-party Planning Conference convened at the World Trade Centre with the objective of setting a date for the resumption of substantive negotiations. The Planning conference, which was more inclusive than Codesa, adopted a resolution calling for the resumption of negotiation, and also resolved that a new negotiating forum be established. The forum received the name of the Multi-party Negotiating Process (MPNP) and went on to establish the new constitution and bill of rights. According to Bernes and De Klerk [2002], the promise of CODESA and the MPNP was for political access and power to all South Africans and for a political machinery to achieve this promise. The mechanisms employed relied on the broad membership base of the political parties and their reach into the grassroots of South Africa's diverse communities as the principal means of opening up the transition process to public involvement.
- 2.1.5 The post-1994 political scenario has seen government and civil society start a productive and co-operative relationship in the fields of service delivery and, to a lesser extent, in policy-making. Yet today, many in government see civil society's 'watchdog' role as a thorn in its side. Nonetheless, South Africa is among the few countries in the world where the ruling party openly expresses a commitment to civil society participation – a factor that can be used by civil society to strengthen its role. As in the turbulent times of apartheid, civil society in post-1994 can continue to be a force for making the government of the day accountable to its constituencies. Now that South Africa has created a system of government enabling all citizens to vote and gain access to power, the challenge is to organize people to influence the way power is conceptualized and exercised. This is the challenge for public participation today.

2.2 Edendale: Dismantling the Apartheid City

2.2.1 As mentioned previously, Apartheid has left South Africa with an extraordinary spatial divergence between the economic centres of the country, linked to the city areas, and the densely settled rural areas of the former Homelands, which have very limited economic resources and investments. Within cities there are vast disparities and spatial challenges, with townships located far from most employment opportunities. Apartheid produced a multitude of distortions in the form of income distribution, spatial inequality, living conditions, fragmented markets, unequal educational systems, and disarticulated political structures.

2.2.2 The past segregationist and apartheid policies have had a profound impact on the spatial structure of Msunduzi incorporating Edendale. In the case of Msunduzi, such policies gave rise to fragmented communities, marginalised the poor from the economic activities and undermined their participation in the economy. The structure of Msunduzi is essentially radial in nature, influenced by topography, the policy of racial residential zoning as well as regional influences. The spatial pattern is structured along transportation routes which radiate outwardly from Pietermaritzburg's Central Area, along the relatively flat land contained within rivers and stream valleys. In addition to these physical and natural features buffer strips were also introduced on the borders of Edendale to further segregate the city



2.2.3 Edendale is a product of the above apartheid engineering and in so far as the City and Edendale are concerned, it is submitted that there is an urgent need to reduce, and eventually eliminate poverty and extreme inequalities in income and opportunities and access to resources that are characteristic of the City's economic and social landscape.

2.2.4 In order to understand the challenges associated with the current form of the city and the planning and development interventions that will be required to address these challenges, we must remind ourselves how the current municipal boundaries came about. As illustrated herein, the Msunduzi Municipality Area consists of three district areas, each of which is home to approximately 200'000 people i.e.

- The former borough of Pietermaritzburg
- Greater Edendale [including Imbali]
- The Vulindlela Tribal area

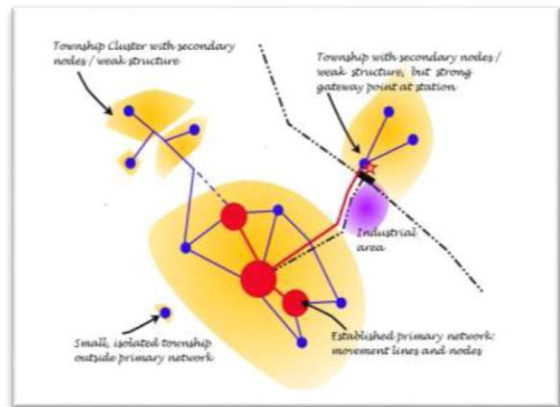
2.2.5 During the 1850's, development was concentrated mainly in the central grid which by and large coincides with the existing CBD. Together with the surrounding townlands it made up the borough of Pietermaritzburg. In 1848, the Zwartkop location to the west of the borough was declared. The boundaries of this area remained unchanged, and subsequently became the Vulindlela Tribal Area. During the 1970's, the Edendale area was defined as a separate administrative entity as part of the Government's apartheid policy. At the same time, investment into infrastructure and maintenance was curtailed in areas which formed enclaves in so-called white areas, like Sobantu, leading to a deterioration of residential amenities.

2.2.6 Although these interdependent areas now form one administrative entity, the outlying area generally still function as dormitory areas to Pietermaritzburg where most of the economic activity is concentrated. One of the primary objectives of the Spatial Development Framework is therefore to reduce the racial separation, spatial segregation and development inequality produced by colonial and apartheid planning. In

the promotion of Msunduzi as a national node and given the complex and varied nature of challenges in city's development landscape, various broad interventions have been identified and are recorded as follows:

- Integrate the cities to negate apartheid-induced segregation, fragmentation and inequality. The focus is on upgrading informal settlements, reforming planning systems, and improving transportation and environmental management.
- Improve housing and infrastructure by encouraging investment, increasing access to finance, maintaining safety and security, and alleviating environmental hazards.
- Promote urban economic development to enhance the capacity of urban areas to alleviate poverty, increase economic and employment opportunities, and maximise the multiplier effect from implementing development programmes.
- Create institutions for delivery, which will require transformation and capacity-building at all levels of government, and clarity on roles and responsibilities.

2.2.7 Township regeneration and renewal also needs to be seen in the light of government's overarching mandate to reduce poverty and accelerate broad-based economic growth. The application of the NSDP principles is mirrored in the conceptual distinction between the targeting of 'for place' and 'for people' outcomes. The conditions in any given township need to be carefully assessed for maximum developmental impact. Given that many townships are very large and internally differentiated in terms of economic opportunities, township renewal and the City Development Strategy may need to apply different mixes of 'for place' and 'for people' interventions.



2.2.8 In general, the Communication Strategy and Liaison Plan must promote the above urban intervention measures to support the renewal of Edendale and should amongst other, address the following:

- Leverage private and community investment into target areas;
- Enhance the collateral value of properties within the local areas;
- Create the conditions for the broadening of Black capital formation and business development;
- Achieve efficiency in the movement of both goods, services and people by restructuring the spatial form and the introduction of activity nodes and movement corridors;
- Create vibrant public and economic spaces; and
- Build institutional and developmental capacity that will contribute to social and economic cohesion.

2.2.9 Therefore, in order to reach a condition where the uneven geography of the city is addressed and balanced, it is important that this spatial organisation shifts away from the existing radial form towards a hierarchical, multidirectional, legible, open-ended accessibility system, which facilitates convenient access and multidirectional movement on a citywide basis, between districts, and locally between suburbs. The central concern underpinning contemporary planning is the need to create a new spatial form and structure for the settlements to improve their performance. This position rejects the low density, sprawling, fragmented and largely mono-functional settlement forms that resulted under the apartheid system and which imposed considerable hardship on people.

2.2.10 It calls for the emergence of settlement patterns which create benefits accessible to the people. For this to be achieved all settlements should strive to achieve the following qualities:

- to generate a wide range of economic opportunities;
- to be convenient to inhabitants to conduct their daily activities, easily and as inexpensive as possible;
- to offer a choice of living conditions to all;
- to be equitable in the sense that all inhabitants have reasonable access to the opportunities and facilities which support living in settlements;
- to promote the efficient use of resources; and
- to give dignity to people through the quality of the public spatial environment.

2.2.11 The compact city hypothesis is introduced as an alternative to urban sprawl which focuses on limiting the peripheral expansion of urban areas, and instead looks to direct development in the form of intensification, increasing the densities of existing urban areas and redeveloping underused or abandoned sites. The compact city is designed to make more efficient use of existing land resources and infrastructure, as well as reducing automobile usage as public transportation becomes more viable at higher urban densities, creating limits to urban growth, encouraging mixed-use development and placing a greater focus on the role of public transportation and quality urban design.

2.3 Spatial Transformation and Polycentric City

2.3.1 The need to develop a Polycentric urban city structure has now been emphasised. Polycentricity is a concept which is claimed to promote economic growth and equality across a city. A polycentric structure is also asserted to promote links between industrial clusters and encourage innovation and thus economic growth. Within a polycentric urban structure competitiveness and cohesion is encouraged through developing connectivity between the various centres within a city by good transport links. Polycentricism is the principle of organization of a city around several political, social or financial centres and is presented as a model to reconfigure apartheid city landscape [ie a spatial response/solution to Edendale]

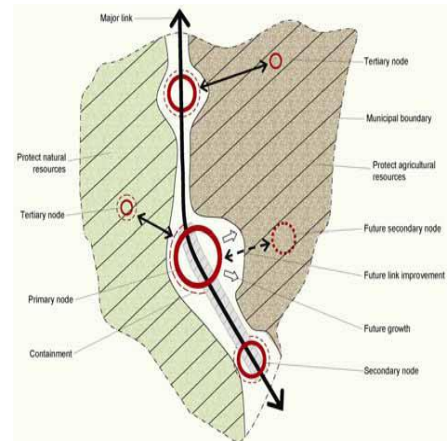
2.3.2 A polycentric city structure coupled with a city scale activity system underpinned by public transport, are important drivers for change toward establishing a more 'equitable' and 'high performance' city. The "nuclei" of the polycentric city, it is argued, comprises a series of metropolitan scale foci. These include smaller centres located outside of a centralised core that exhibit higher levels of diversity and complexity. These centres usually in metropolitan planning terms occur within a 15 to 20km radius from the core, and from each other, allowing for sufficient spatial independence to in other words "hold their own" containing then a wide spectrum of urban land uses.

2.3.3 These centres each unique in character owe their existence to a range of historical factors including, centres that have their origins in agricultural production, to those created under apartheid, to a few naturally occurring centres that have diversified over time. It is also argued that the Polycentric city also includes various single purpose points of metropolitan foci that have a particular background originating as either regional shopping centres or industrial parks and which have over time grown in size and land use composition. The significance of the Polycentric Model is the ability of the system to generate opportunity for those settlements, currently socially and economically bound to the periphery. The model offers an approach to dealing with the peculiarities of the South African Edge City – the need to reintegrate a real and established disenfranchised urban periphery or edge, which has more purpose and is just, unlike the new frontiers of the North American "Edge City".

2.3.4 A sustainable urban form is based on this series of interlinked compact nodes or neighbourhoods. These neighbourhoods grow around centres of social and commercial activity located at public transport nodes. Together they make up the polycentric city, which can then be defined as network of these neighbourhoods, each with its own parks and public spaces and accommodating a diversity of overlapping private and public activities broad band of mixed use activity around one or more continuous transportation routes, carrying high volumes of public transportation that operate on a stop-start rhythm.

2.3.5 In the making of the polycentric city and the consequential reconstruction and development of the Edendale area, the following structuring elements has relevance:

- Urban structure: How a place is put together and how its parts relate to each other.
- Urban typology, density and sustainability: spatial types and morphologies related to intensity of use, consumption of resources and production and maintenance of viable communities.
- Accessibility: Providing for ease, safety and choice when moving to and through places
- Legibility: Helping people to find their way around and understand how a place works
- Animation: Designing places to stimulate public activity
- Function and fit: Shaping places to support their varied intended uses
- Complementary mixed uses: Locating activities to allow constructive interaction between them
- Character and meaning – Recognizing and valuing the differences between one place and another
- Continuity and change: Locating people in time and place, including respect for heritage and support for contemporary culture
- Civil society: Making places where people are free to encounter each other as civic equals, an important component in building social capital.



2.3.6 The action involves the formulation of a conceptual spatial ordering system for the settlement. It requires the articulation of the main *principles* and *ideas* informing the plan. The conceptual plan, which is an abstract device, has the following purposes:

- it ensures clarity by enabling the idea to be questioned and taking plan-making out of the realm of simple intuition;
- it serves as a management tool by providing the framework to which plan-makers can refer in searching for solutions to particular problems and in the making of the formal plan itself; and
- it provides the basis for discussion and incorporation of stakeholders views and inputs.

2.3.7 In so saying, it is the primary responsibility of Msunduzi to ensure that the desired performance qualities of the plan have been met. Msunduzi is required to monitor and evaluate development progress, performance and sustainability of the local area and fulfillment of basic needs. Since there is no one ideal form of plan, the administration process must be a reactive one. Ideally, the process should be creative and interactive, allowing for adaptation of the plan as and when circumstances may require, and where community support for such changes exists. Msunduzi has now embarked on the revision of the SDF which incorporates the concept of a Polycentric city in an attempt to stitch together the apartheid city, finally embracing the unification of Edendale as part of a cohesive urban system.

3 Greater Edendale: Landscape and Text

3.1 Background and Overview

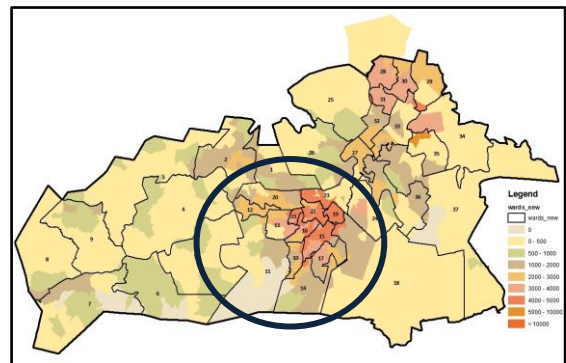
- 3.1.1 There are two aspects to the history of the Greater Edendale area. Firstly, there is the chronological history of actual planning and settlement; then there is the history of the planning, administration and management of the area. In so saying, Edendale has a unique place in the settlement history of South Africa and its humble beginnings are captured in a publication [A New Portrait of an African City, South Africa by Laband and Haswell ed] as follows:-

"In 1851, 100 Christian families of Griqua, Pondo, Sotho, Tleokwa, Hlubi and Swazi origin, settled on the farm Welverdiend, renamed Edendale. They purchased the farm on a share basis with, and under the guidance of, their missionary James Allison. There, they laid out a village in Voortrekker grid pattern and built their houses in European style - each in important respects pursuing an economic existence, but all united by an affiliation to the mission, church, school and the community.

Georgetown became a self sufficient mission community with profitable gardening lots, a nearby tannery and a mill and wicker works, prolific in its days, selling its wares as far away as Cape Town. Trading with other areas was a viable source of income. In 1888, Georgetown community formed the Funa-malungelo [the society of those who seek rights] and sought unsuccessfully to obtain municipal status. Throughout, its history Edendale would suffer for want of Borough recognition... "

- 3.1.2 The 1850s were years of struggle for the Edendale settlers which saw the paying off land, trying out new crops like oats, and venturing into new trading areas to the north and south. Lung-sickness struck their cattle herds in 1854, curtailing ploughing and trade. The struggling mission received the support of Sir George Grey, after whom their village 'Georgetown' was named. By 1858 the farm was at last paid off, and the shareholders were in a position to acquire freehold title.
- 3.1.3 In the early 1860s Edendale began a fresh phase of expansion. This was a period of widespread speculative lending in Natal, to finance trade with the Transvaal and Orange River Sovereignty. Edendale entrepreneurs, eager for profit, took out mortgages to finance their trading ventures. Ominous signs were on the horizon, however. The speculative bubble in Natal was not based on real productive growth, but merely on mercantile potential. The Boer-Sotho war of 1865 burst the bubble, and trade came to a virtual standstill. For the first time the Edendale community experienced the reality of the vagaries of an international market economy.
- 3.1.4 In the 1870s, Edendale provided Pietermaritzburg with fruit, vegetables, poultry, cattle and crafts and wagons were used to transport products from Edendale to Pietermaritzburg Market. In 1893, Mr. Stephen Mini became the headman of Edendale and civil matters were dealt with by the headman and elders. By 1948, Edendale comprised the village of Georgetown and with the passage of time had sustained a vibrant, active and self-sufficient community of Indian and African residents. The implementation of the Group Areas Act in 1950 led to the removal of the Indian community and separate development
- 3.1.5 A structure called Edendale Advisory Board played a crucial role in resisting the politics and policies of the governing institution. Mention is made of Mr. Selby Excel Msimang "uNkonka wefusi" who was the first member of the board and later Professor S. Nyembezi who remained the chair until the demise of the Board. During the time of the Advisory Board many development promises were made but none or little of them materialized. Later, the Edendale Landowners and Ratepayers Association would emerge articulating a specific land development agenda in the just cause of the development of the Greater Edendale Area.

- 3.1.6 Edendale is home to a diversity of freedom struggles which in many cases have translated into a variety of iconic attractions. As part of the resistance and struggle, a number of high-profile political leaders have emerged from Edendale, including Selby Msimang, Harry Gwala, and Moses Mabhida. Also, the father of black organic gardening in South Africa, Robert Mazibuko, lived and taught many young people at the Edendale Lay Ecumenical Centre.
- 3.1.7 The political related violence that engulfed most rural parts of Kwa-Zulu Natal led most refugees to Edendale. It should be noted that Edendale was also a political related violence battlefield. The most significant battle fought within Edendale is the so-called Seven Day war fought in 1990 between the supporters of the Inkatha Freedom Party and African National Congress.
- 3.1.8 The Edendale Complex comprised the former Farm Edendale No 775, the Farm Politique No 861, the Farm Wilgefontein No 869, the Farm Slangspruit No 1448 and the area referred to as Plessislear. The subject area became part of the Released Area defined in terms of the Development Trust and Land Act [Act No 18 of 1936]. Greater Edendale was established as a Section 30 Town, as per the Black Administration Act 38 of 1927, by the former Department of Development Aid.
- 3.1.9 The area was administered by the Province of Natal, then the Local Health Commission, followed by the Department of Development Aid [DDA]. With the abolition of the DDA, the area was administered by the Department of Land Affairs, which in turn made the Edendale area available to the Community Services Branch of the former Natal Provincial Administration in terms of General Power of Attorney No. 487/1993. The said Power of Attorney was withdrawn and replaced by GPoA 540/1997 in the name of the Department of Local Government and Housing. With the establishment of Transitional Local Councils in terms of the Local Government Transition Act No 209 of 1993, the area was administered by the Pietermaritzburg/Msunduzi TLC [in terms of Proclamation No LG73/1995]. The area now forms part of the present Msunduzi Municipality.
- 3.1.10 The establishment of the Msunduzi Municipality has brought together areas which are functionally interdependent, under the jurisdiction of a single Council. Under this jurisdiction, the Greater Edendale Area comprises 14 Wards and the political mandate of the Ward Councilors and the Executive Committee are to ensure that the municipality fulfills its obligation in terms of Section 152 of the Constitution. The Municipality is tasked with the matters set out in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution of the Republic of South Africa 1996 including but not limited to municipal planning and development. It is in this context that GEDI was established to embark on the development of the area known as the Greater Edendale Complex
- 3.1.11 The Greater Edendale area is situated some 10km south-west of the City Centre. The two areas are linked by a dual carriage way which is more popularly known as the Edendale Corridor. This route serves not only as a path for economic growth but also as connection between various outlying rural areas in the west, including Vulindlela, to the City. Edendale itself is divided into the traditional area of Edendale proper, where virtually all land is privately owned by local landowners and the more contemporary Edendale area where all land previously owned by the State now vests with the Municipality.



- 3.1.12 The population in the Greater Edendale Area is indicated in the table below and in this case, it should be noted that four of the six wards with the highest populations [wards 13, 16, 17, 18, 28, 30, and 34, each with more than 20,000 people per ward] are situated within the Greater Edendale.

Suburb	Area	Population	% of Population
Greater Edendale	App. 100 sq km	234289	38%

- 3.1.13 The Greater Edendale area comprises the majority of the area previously designated, under apartheid, as an area for accommodating the lowest income black population. Because of past development practices the area reflects all the elements of apartheid planning, viz. an area separated and segregated from the central part of the current municipality; an area lacking in many infrastructural services; an area deficient in nearby employment opportunities; and an area lacking in many social services, particularly of higher order types.
- 3.1.14 Restructuring; transforming; reconstructing; and integrating separate and divided cities pose pertinent spatial planning and city making challenges. Where apartheid policies had meshed perfectly with modernist urban planning philosophies of *“the idea of progress and a belief in the power of rationality to overcome spatial chaos and disorder; the notion that, in order to bring into being a better world, control should be exercised by the state and its agents at virtually every level of society; the suppression of cultural and gender differences; and a belief in a homogenous public in whose interest the planner is empowered to act”*, new policies had to be formulated to move explicitly away from general urban planning to development planning principles. The influence of such policy on the making and evolution of GEDVI is explored in some level of detail hereunder.

3.2 GEVDI: Making and Evolution

- 3.2.1 According to Soja [1989] a whole history remains to be written of spaces – which would at the same time be the history of powers [both of these in the plural] from the great strategies of geopolitics to the little tactics of the habitat. This synchronic configuration is the spatialization of history, the making of history entwined with the social production of space, the structuring of a historical geography. The production of spatiality in conjunction with the making of history can thus be described as the presupposition and embodiment, of social actions and relationships of society itself, were social and spatial structures are dialectically intertwined in social life. It presents the realization that social life is materially constituted in its historical geography, that spatial structures and relations are the concrete manifestations of social structures and relations evolving over time, whatever the mode of production [Soja:1989]
- 3.2.2 The failure to accord Edendale municipal status and the consequential changes in administrative control and authority progressively undermined the confidence, stability and development of the area. This situation was further exacerbated by the introduction of oppressive land and other legislation including past political conflicts, boycotts and unrest. Under the circumstances, the area remained in neglect and developed largely in the absence of proper administration and planning, nor did it escape the impact of rural-urban migration. The present urban landscape reflects the above reality and various areas within Edendale are occupied by large number of people on private land without adequate access to infrastructure, formal houses and security of tenure. Moreover, Edendale has the highest level of poverty and unemployment in the city and it is an area of dire need for attention and healing. It is submitted that, priority funding should be focused on the Edendale area channelled through an area based vehicle.

- 3.2.3 The community through the Built Environment Support Group including the land owners approached the municipality and other state structures, seeking its intervention and a political negotiated settlement. In this case, the complexities of the environment had to be unrevealed where; in the first instance the landowners who had lost control of their land were still liable for rates and service payments. This situation has to be appreciated in the context that the landowners made their land available during the political upheaval and with the turn of events, now seek a political dispensation.
- 3.2.4 In addition, it is recorded that a large proportion of the owners were long deceased and where their estates have not been wound up or, as in generally the case, not even reported to the Masters office. There are also matters relating to tenure rectification, tenure conflict and so on. This resulted in tenure insecurity, poor land administration and the inability of Government in general, but the Municipality in particular, to provide basic services in the Greater Edendale Complex.
- 3.2.5 At a point, the MEC for Housing provided funding for the land initiative in the Greater Edendale Area and the project became known as the Edendale Land Development Initiative. A joint Provincial/Municipal working committee was consequently established in terms of a written agreement dated 20 March 1998 as amended by a further agreement dated 15 August 2000 for the express purpose of resolving the land and legal issues [historical and current] in the Greater Edendale Complex.
- 3.2.6 In December, 2001 the Msunduzi Municipality took a bold decision to begin the tortuous process of resolving the land-legal issues and promote the development of the area. In order to assist both tenants and landowners who had effectively lost control and possession of their land, the Msunduzi Executive Council resolved, in a dramatic reversal of policy that, provided finance could be raised, the Municipality would purchase privately-owned land with a view to developing the area. This was the genesis of GEDI.
- 3.2.7 On 6th December 2001, the MEC made available an amount of R 20 million to a programme for the acquisition of the private land in the Greater Edendale Complex. The funding was transferred to the Municipality after the conclusion of a Memorandum of Agreement [MOA] on 1 March 2002. The provincial Department of Housing had over the years approved the utilization of funding from the Municipal Housing Operating Account to cover the operational cost of the Land Legal and Acquisition Programme. In this case and in terms of Section 14 of the Housing Act 1997, the former MEC on 9th January 2003 approved the utilization of R 1.5 million from the Municipal Housing Operating Account.
- 3.2.8 In response to the above, on 18 November 2004, having considered a report by the City Manager dated 17 November 2004, the Executive Committee resolved to “agree in principle” to the establishment of a Section 21 Company to facilitate development in Edendale. In so saying, the Executive Committee at its meeting held on 09 December 2004 resolved as follows:
- That an internal project manager reporting to the Strategic Executive Manager Community Services and Social Equity be identified and seconded to the project for the maximum period of two years; such person to be responsible for the successful operation of the project, it is co-ordination and facilitating, as well as the driving forward of fundraising programme.
 - That the project manager be required to deliver on the stated goals for the project in any given year, as well as determine a way forward relating to the establishment of a Municipality Entity
 - That the question of the establishment of an appropriate Municipality Entity for the project be investigated and a report submitted to the Executive Committee in due course.

- 3.2.9 The original Concept for the institutional arrangement for the project was that a dedicated and focussed area based management vehicle would be created on the model of the Cato Manor development Association. Pursuant to the proposals, a tour of the Cato Manor Project was organised and followed up workshop and discussions were held with the Municipal Manger and the senior Executive team, at that time. The then municipal Manger indicated that the project must be driven by local government in terms of the local government current management systems and processes. The GEDI project was consequently established and staff was incrementally seconded. The project relocated to its offices at Imbali on 21 October 2005 and commenced its operation with R1.68 million from the RSG grant.
- 3.2.10 During this period and In consultation with the ward Councilors five priority housing projects were identified and in this regard, the Executive Committee resolved that:
- the five projects are approved for packaging to be submitted to the Department of Housing for Conditional Approval and
 - the Council agrees to become the developer and approves that the projects meet the housing requirements of the municipality in terms of the IDP.
- 3.2.11 On approval of the Land Legal and Acquisition Programme [2005/2006], the MEC on 16th July 2005, approved the utilization of an amount of R 2 605 200 from the said Account for the operating costs of an Area Based Management Vehicle. In this regard, the Executive Committee at its meeting held on 10 November 2005 resolved that:
- The funding amount of R 2 605 200.00 which had been made available by the Provincial Department of Housing from the Municipal Housing Operating Account for utilization in the Greater Edendale Initiative's Land Acquisition Programme be approved.
- 3.2.12 The ensuing work gave impetus to the project which culminated in the Edendale Land Summit held at the Lay Ecumenical Centre on 6th June 2006 and attended by some 250 people. The Summit turned into a battle stage and event which forced the re organisation of the Summit into a workshop format. The Edendale Ratepayers and Landowners Association raised a number of concerns regarding the transaction of land [ie. the signing of the sale agreements] under the present arrangement and matters relating to rates and land values. The landowners presented they desire to develop they own land and GEDI was requested to become involved with landowners in such a programme. Cultural matters were discussed and Edendale Cultural Centre together with a history of the Edendale area was requested. Concerns was also expressed regarding the transparency of the project and those present believed that more information was required on what was being done in Edendale and requested the circulation of regular newsletters and brochures in Zulu on the project.
- 3.2.13 It will be understood that much of the momentum that had been built up around the project was lost and the project's identity and reputation suffered as a consequence. In response to the above and as a way forward, the Executive Committee on 18 April 2007, resolved as follows.
- That the Mayor is appointed to serve as the political champion for the Greater Edendale Development Initiative [GEDI] and that it is assured that the Mayor is invited to all relevant meetings of the Grater Edendale Development Initiative.
 - That the Project Manager: Greater Edendale Development Initiative present to the meeting of the Executive Committee the master plan, achievement, budget and other relevant information on the Greater Edendale Initiative.

- 3.2.14 At the land summit held in Edendale [June 2006], it became apparent that there were material difference between the programme implementation and certain key members of the Edendale Landowners and Ratepayers Association [ELRA]. Accordingly, the programme was suspended to allow for dialogue between stakeholders. Notwithstanding numerous meeting between, inter alia, Greater Edendale Development Initiative, ELRA, the Mayor's Office, Department of Housing and Land Affairs and Individual Councillors, no clear resolution was obtained.
- 3.2.15 At a meeting of the Edendale Councillors' Forum on Tuesday 11 September 2007, with GEDI, the Municipal Manager and the Mayor, it was agreed that notwithstanding the ongoing differences with key landowners, it would be recommended to Executive Committee that the programme be resumed on an urgent basis and that the programme should focus initially on obtaining land for housing and road projects. The Executive Committee at its meeting held on 20 September 2007 resolved that:
- That the advancement of the land acquisition programme for housing and infrastructure be supported and the purchase process with the private landowners be allowed to progress.
- 3.2.16 In addition, the Department of Land Affairs [now Rural Development and Land Reform-RDLR] through its Provincial Land Reform Office is mandated by its legislative and policy framework to provide funding for land acquisition for designated groups for purposes of settlement and production. To this end, the Municipality entered into a Memorandum of Agreement with the RDLR on 21 October 2008.
- 3.2.17 In terms of the RDLR MOA, the RDLR budgeted amounts of Twenty Million Rand (R20) for land acquisition and Fifteen Million Rand (15m) for the upgrading of tenure, resolution of tenure conflict and tenure insecurity and conveyancing for the Greater Edendale Complex; Further, and within the new strategic framework, RDLR identified the Greater Edendale Complex as a primary opportunity to give effect to the policies on tenure upgrade, land acquisition for sustainable human settlements, land acquisition for agriculture, industrial and economic development. The Greater Edendale Complex with its multiple land ownership and irregular settlement patterns are materially hindering development and accordingly the RDLR, via and in terms of the RDLR MOA, has become a major role-player in the redevelopment of Edendale.
- 3.2.18 The administration of the Municipality in terms of Section 139(1)(b) of the Constitution continued for the first half of the 2011/2012 financial year. Throughout this process, the municipality received full support from the Office of the MEC for Cooperative Governance and Traditional Affairs. Substantial support in the development of a financial recovery plan has also been obtained from National Treasury. The provincial Treasury has also assisted in terms of developing both the strategic and operational risk registers of the municipality. As per the Municipal Turnaround Strategy, the Greater Edendale Development Initiative was moved to the Economic Development Business Unit. During the course of 2013, a decision was made by Management and endorsed by the Political arena to include Vulindlela as part of the Development Initiative. By way of the said incorporation, the project is now described as the Greater Edendale Vulindlela Development Initiative.
- 3.2.19 In support of the further advancement of the project, the Executive Committee at its meeting held on of 21 February 2013, resolved that:
- Authority be granted to the Deputy Municipal Manger: Economic Development (Acting) to apply to the Department of Human Settlements for additional grant funding in support of Edendale Land initiative on the amount of 71 503 681 inclusive of VAT.

- That the Municipal Manager be authorised to sign all legal documents pertaining to any grant funding which may be forthcoming from the application to the Department of Human settlements.

3.2.20 By way of a letter dated 16 September 2013 approval was granted by the MEC for additional Funding. A summary of the funding expenditure is recorded as follows:

Summary of Funding	
The funding for the Operational Cost of the Land Legal Committee is equal to a sum of R 16,633,642.	
The funding requirement for Land Acquisition is equal to a sum of R 54,870,039	
The total funding requirement broken down into three financial years equates to the following totals:	
Year 1 ending March2014	= R 24,136,296
Year 2 ending March2015	= R 23,108,377
Year 3 ending March2016	= R 24,259,008
Total Funding Requirement Over Three Years	R 71,503,681

3.2.21 The Schedule of cost centres [operating costs] for Edendale Land Initiative is recorded as follows:

Code	Cost Centre	Additional Budget Needed For Mar13 To Mar16
1.	Project Set-up	R 0
2.	Detailed Programme and Approval	R 131 619
3.	Data Management	R 928 043
4.	Establish Financial System and Financial Reporting	R 410 298
5.	Cadastral / SG Rectification	R 360 000
6.	Cadastral Update	R 272 200
7.	Deeds Office Info Rectification	R 360 000
8.	Deeds Office Update	R 99 958
9.	Workshops	R 37 986
10.	Sales Admin incl. valuers and pre-conveyancing	R 4 969 688
11.	Expropriation Admin	R 122 996
12.	Deceased Estate Support	R 83 806
13.	Co-ordination & Reporting	R 2 436 985
14.	Land Audits	R 2 154 293
15.	Valuation & Conveyancers Panel	R 30 000
16.	Disbursements Incl. Travel	R 123 324
17.	Data Recording - Valuation Packs	R 139 999
18.	Cadastral Historical Townships Rectification / Clean-up	R 100 000
19.	Cost Estimating of Proposed Project Areas	R 0
20.	Develop Computerised Application	R 0
21.	GIS Project Support	R 1 172 479
22.	State Land matters	R 539 970
23.	Expropriation of Overlapping Tenure Rights	R 1 080 000
24.	Tenure Conflicts	R 1 080 000
TOTAL		R 16 633 642

- 3.2.22 To further facilitate the acquisition of land and in response to the rates debate, the Executive Committee at its meeting on 5th September 2013, resolved as follows:
- That in respect of each of the private properties to be transferred to the Municipality for housing projects in Edendale, the Council in accordance with legislation agrees to write-off all amounts owing against the properties listed in Annexure “C” of the report dated 22 July 2013 by the Deputy Municipal Manager: Economic Development and for the Chief Financial Officer to issue the prescribed clearance certificate referred to in Section 118 (1) of the Municipal Systems Act No 31 of 2000, in respect of the property to allow the transfer.
 - In addition to those properties contained in Annexure “C”, this resolution shall also in future include any property in Edendale to be acquired for the purpose of the redevelopment of Greater Edendale and to be transferred to either the Municipality, Provincial or National Government.
- 3.2.23 Given the long years of neglect that has to be reversed in the Edendale area, the transformation challenges that face Greater Edendale are formidable. It is recognised that these challenges need to be addressed within an environment that is bound by the constraints of:
- High levels of poverty and unemployment;
 - Rapid population growth and AIDS pandemic;
 - Land legal complexities;
 - Inadequate services and infrastructure provision; and
 - The rapid advancing rate of informal settlement development.
- 3.2.24 While the initial focus of the Initiative was on land legal and acquisition matters it has now been extended [in response to the above challenges] to embrace a broader inclusive integrated and development agenda. This outlook [which defines the terms of reference and the parameters of the Communication Strategy and Liaison Plan] is explored in the following section of this submission.

3.3 GEVDI: An Inclusive Integrated and Development Agenda [Message in the Bottle]

- 3.3.1 The process of city transformation has been complicated by local factors including the legacy of apartheid, legislation and settlement planning, private sector investment decisions, political, social and economic transition and inter-governmental relationships, government capacity and financial constraints.
- 3.3.2 The victory over the apartheid state in 1994 set policy makers in all spheres of public life the mammoth task of overhauling the social, political, economic and cultural institutions of South Africa to bring them in line with the imperatives of a new democratic order. Because South African cities and towns entered the 1990s with an apartheid urban planning and development legacy, the urban planners, managers and politicians responsible for urban development are faced with the task of reconstructing the impression of a spatially segregated, highly fragmented and dispersed urban society.
- 3.3.3 Towards an inclusive integrated development agenda, the objectives to GEVDI is dependent on a qualitative improvement in the interaction between government, business, labour and the NGO sector, with government providing the leadership and coordination of the entire process. The stable and successful social and economic transformation of greater Edendale and Pietermaritzburg more generally is not simply a function of public policy and state initiative, but a matter of participation of the public and in particular, organised business, labour and the NGO sectors in the development process, particularly at the level of

developing ‘frameworks’ for a shared analysis of concrete socio economic issues and policies that constituencies can jointly advocate.

- 3.3.4 The development and sustainability of a socio economic system consistent with the objectives of GEVDI will depend on a strong private sector interacting with a strong public sector. The basic assumption underlying this view is that while competitive markets are indispensable in allocating resources, rational and participatory development planning is a basic prerequisite for achieving growth, employment and poverty eradication targets. The general approach adopted in relation to work already undertaken by GEVDI is conscious of the need for a systematic reorientation and alignment of existing programmes to enhance scale and impact, and, the development of new programmes to address structural challenges standing in the way of a fuller process of social, economic and demographic integration of Edendale and Pietermaritzburg.
- 3.3.5 Central in relation to the above is the need to animate a methodology of development “planning” and “doing” that synergises conventional “plan-implement” approaches with that of “learning by doing” approaches. A guiding principle informing the approach is the need to qualitatively enhance and generally enable the emergence of a more effective balance between political and administrative leadership; between provincial, district and local spheres of government, and; between state, society and economy relations more generally.
- 3.3.4 In so saying the work programme and activities of GEVDI towards an inclusive integrated development agenda is categorised follows and is expanded thereon.
- Historical Studies
 - Land Acquisition and Land Legal Matters
 - Spatial and Physical Planning
 - Human Settlement
 - Local Economic Development
 - Social Equity and Community Development

Historical Studies:	
During the initial stages and formative years of GEVDI, a number of specialist and technical studies were commissioned in support of the Initiative, as reflected in the table below:	
Subject	Technical and Research Studies
Engineering	Edendale Flood Line Investigation [October 2002] Services and Infrastructure Report [January 2002] Geotech Studies Various housing planning and engineering reports
Economic	Greater Edendale: LED Strategy ICT Hub Freight Village Greater Edendale Agricultural Strategy
Social	In 2003 Msunduzi Municipality applied for funding from Urban Management Programme and United States Agency for International Development for the development of a Poverty Reduction Strategy in the Greater Edendale Area. The Built Environment Support Group was contracted by Msunduzi Municipality to facilitate the development of the strategy.
Environment	INR Rapid Environment Scan

Land Acquisition and Land Legal Matters:

Reference has been made to various Agreements which attempt to establish the preconditions for the successful development of the area. In terms of the said Agreements the Land Initiative is supported by two committees viz. the Land Legal Committee [LLC] and the Land Acquisition Committee [LAC]. A Joint Provincial/Municipal Working Committee was established in terms of a written agreement dated 20 March 1998, as amended by the amending agreement dated 15 August 2000, for the express purpose of resolving the land and legal issues (historical and current) in the Greater Edendale Complex in order to pave the way for the redevelopment of Edendale for the benefit of its inhabitants. The DOHS provided grant funding for this purpose. As will be seen below, the above mentioned committee, now known as the Department of Human Settlements/Msunduzi Municipality Land Legal Committee (hereinafter referred to as 'the LLC') was expanded, and currently serves as a joint governmental committee, having representation from KZN DOHS, RDLR, KZN Public Works, the Municipality, the National Housing Development Agency, appointed land and legal experts, and other professionals.

The Land Initiative Programme focuses on the following:

Acquisition of Private Land

The Municipality, via GEDI, requested financial assistance to resolve land tenure issues, and assistance to gain control and ownership of the state land and private land, which land was substantially marginalised due to informal settlement thereon, and which had and was fast developing into untenable 'slums'. It is important to note that it was in fact the Edendale Private Land Owners and Rate Payers Association (ELRA) who, in the year 2000, approached the then Provincial Department of Housing to seek assistance in dealing with their land in Edendale, which had been materially marginalised by ever-increasing settlement from informal occupiers of their land.

The purpose of this programme is to facilitate the acquisition of land to unlock the development of privately owned land and secure the spatial transformation development agenda of Edendale. This program is fundamental towards the development of the Greater Edendale Area as it supports the development of various Housing Projects across Edendale.

The programme is supported by the Land Acquisition Committee where in essence a decision to purchase a property in the context of the Exco housing priority approval and the broader development agenda is made. In this regard, 12 housing projects were identified and through a consultative process with the ward Councillors 5 priority housing projects were presented to Council for adoption.

With the resumption of the above mentioned program [following the land summit], a new Benchmark Report was drafted and approved by Council that detailed the valuation process and rates [including 10 percent solatium]. In conjunction with the new report, Council has employed the services of both a panel of Valuers as well as a panel of negotiators [now social facilitators]. In addition, a property tracking System which is a web base system has been setup to allow for the tracking of private properties to be acquired by the Municipality. The system allows for the systematic control of various stages of the Private Land acquisition process namely:

- Approval for the acquisition by the land Acquisition Committee (LAC)
- Valuations
- Negotiations
- Transfers

This tracking system allows any user to view at what stage a property is in the above process as well view and /or query various GIS datasets. The acquisition and transfer of land to the municipality is reflected in the maps that follow.

In terms of the Business Plan and respective tranches various properties have been identified for acquisition. In addition a Willing buyer/Willing seller list comprising 51 properties has been produced. The programme moving forward will focus on the consolidation of the above priorities.

Upgrading of Land Tenure	
<p>The Upgrading of Land and Tenure Rights in the Republic of South Africa in general, and Edendale in particular, is in keeping with the National Government's Policy on Land Reform.</p> <p>This process, inter alia, envisages the lodgement of historical General Plans with the Deeds Office and is further provided for in terms of the Upgrading of Land Tenure Rights Act [Act 112 of 1991] [ULTRA].</p> <p>The responsibility for the administration of such historical township passed to the Pietermaritzburg Transitional Local Council in terms of Proclamation No LG73 of 1995. Under the circumstance, the Municipality is obliged to upgrade historical township and land tenure rights.</p>	
Transfer of State Land	
<p>With the exception of Shenstone/Ambleton that was transferred to the Municipality in 1990, the transfer of State land within Edendale to the Municipality is necessitated by the provisions of certain clauses in the Memorandum of Agreement [MoA] entered into between the Municipality and the Department of Housing on the 28 February 2002. Furthermore, Proclamation No LG 73 of 1995, which established the Msunduzi Municipality requires the transfer of assets from the Provincial Government, and for this reason Proclamation No 84 of 1996 was adopted. It is noted that the negotiations contemplated in Proclamation LG 73 of 1995, read with Proclamation 84 of 1996, have been concluded and the Municipality is therefore legally bound to accept these transfers.</p> <p>The Municipal Manager has signed the MoA which provides for the transfer of State land to the Municipality.</p>	
Gis Support	
<p>The Edendale Geographic Information System (GIS) is being used as a spatial data repository and a planning and management tool to support the Private Land Acquisition, State Land Transfers and Planning Initiatives in Edendale. The GIS is used to store and analyse spatial data and to produce maps, reports and property schedules as and when required in support for these projects. There are over 100 different spatial datasets contained in the Edendale GIS. These datasets have been either acquired from a variety of different sources or captured and maintained specifically for the Edendale projects. The LLC was also responsible for the implementation a comprehensive cadastral and ownership land audit for the Greater Edendale Area. This involved the cleaning up and correcting of the cadastral datasets that existed in the area. This land Audit resulted in complete, accurate and up-to date datasets which are now maintained by the project team on monthly bases.</p>	
Expropriation	
<p>A large portion of the land that the Municipality will be acquiring is in the ownership of deceased estates. Given the background set out above, and in particular the urgency of the matters, the Municipality has resolved to proceed by way of expropriation, it being in the public's interest to do so. Section 190 of the Local Authorities Ordinance No 25/1974 provides for the expropriation of land by the Municipality if it is unable to purchase the land on reasonable terms through a negotiated process and it has obtained the express permission of the MEC to expropriate such land. The Expropriation Act, Act 63 of 1975, then governs the expropriation process to be followed.</p> <p>EXCO identified 5 Priority Housing Projects and the Bus Route 7 for the areas known as Dambuza and Caluza:</p> <ul style="list-style-type: none"> • These projects have been packaged and submitted to the Department of Human Settlements for approval; • The Department of Human Settlement's approval is subject to the land being in the ownership of the Municipality. The Department of Human Settlement's has made funding available for the purchase of the subject properties; • The project area is characterized by dense informal settlement on private land and it is clearly in the Public Interest that the land be acquired so that the occupants can be provided with their basic right to shelter and/or housing on an incremental basis, basic services including access to education and an environment not harmful to their health. • The subject properties have been valued by two independent valuers and which valuations are scrutinised 	

and approved by the Manager Valuations and Land Survey. As an additional control the valuations must be within 10% of each other or within R10 000.00 of each other.

- The requirement of two valuations complies with the policy set by the Department of Human Settlements.
- In terms of the Council's policy for land acquisition in Edendale the higher of two valuations received, plus an amount of 10% solatium is applicable.

Section 9(3A) and 9(3B) of the Housing Act (Act 107 of 1997) read with the provisions of the Expropriation Act No 63 of 1975, grant the Municipality authority to approach the MEC : Human Settlements for expropriation powers.

- Section 9 (3)(a) of the Housing Act No 107 of 1997 provides that:-
 - "A municipality may by Notice in the Provisional Gazette expropriate any land required by it for the purposes of housing development in terms of any National Housing Programme, if –
 - It is unable to purchase the land on reasonable terms through negotiation with the owner thereof;
 - It has obtained the permission of the MEC to expropriate such land before the notice of expropriation is published in the Provincial Gazette; and
 - such notice of expropriation is published within six months of the date on which the permission of the MEC was granted".
- It is submitted that:-
 - The municipality is unable to purchase the land on reasonable terms in that it is unable to contact the owners in order to negotiate such purchase and sale;
 - The Housing Act (Act 107 of 1997) referred to above requires that a resolution of the Municipality first be had and obtained before a municipality proceeds with a decision to acquire a property by way of an expropriation and accordingly the MEC's permission has not yet been sought and will only be sought in the event of Council supporting the resolution;
 - Subject to Council supporting this submission, that a Notice of Intention to Expropriate be placed in the Provincial Gazette and two local newspapers circulating in the area and in English and iSizulu;
 - The final Notice of Expropriation is to be published in the Provincial Gazette and two local newspapers within 6 months of the date on which permission was granted by the MEC.

It must be specifically noted that as these properties are in the hands of deceased estates, the Land Titles Adjustment Commissioners will play a meaningful role in order to ensure that the compensation payable is received speedily and expeditiously by the heirs of these estates, and where it is recognized that, in most of the deceased estate cases, these have not been reported at the Master of the High Court's Office in Pietermaritzburg.

Land Titles Adjustment

The RDLR have appointed three Land Titles Adjustment Commissioners in terms of the Land Title Adjustment Act, Act 111 of 1993. The above is critical, and will enable the LLC to deal with deceased estates and related land issues as provided for in the Land Title Adjustment Act, Act 111 of 1993. The above initiative will benefit in excess of 20 000 (twenty thousand) people who are currently living without secure tenure. The Land Titles Adjustment Commissioners will play a role in that:

- They will make awards of property where there are competing interests that have arisen historically; and
- They will make awards where the properties affected have already been transformed and the award will be in monetary value.

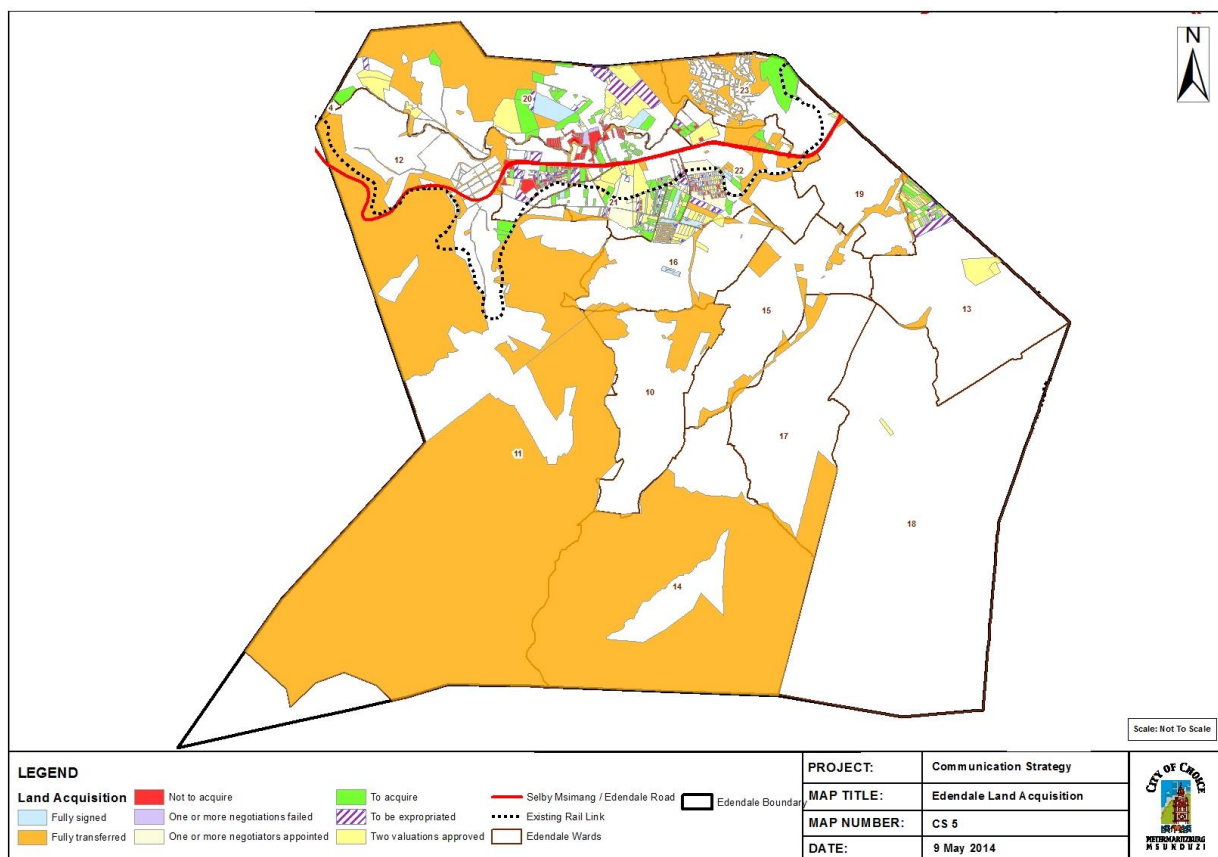
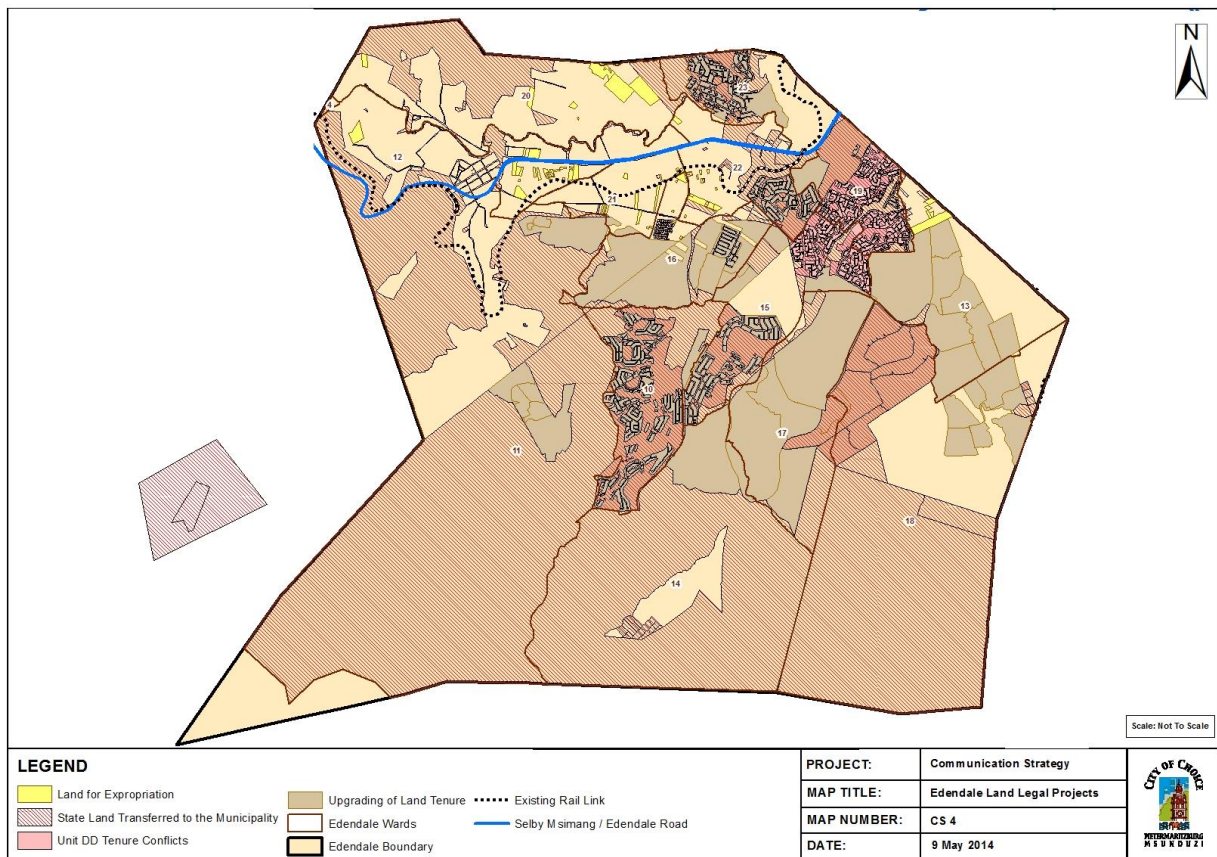
Social Facilitators

The LAC is responsible to ensure that all such properties resolved to be acquired shall be valued by two independent Professional Valuers. The Municipality then pays compensation on the basis of the higher of the two approved valuations, plus a 10% solatium. In order to maintain a fair market value for each property, an escalation factor has been included in the daily update of each property.

The Private Land Acquisition Programme is, of course, driven initially by consultation with the Registered Land

owner/s, whereupon the recommended negotiation price is determined by valuation and then forwarded to the appointed Social Facilitators. The intervention of the Social Facilitators has turned around the success of the Land Acquisition Project and the Facilitators have successfully undertaken various negotiations and concluded the signing of Sale Agreements.

Tenure Conflict	
Tenure Rectification	
Permission to Occupy	

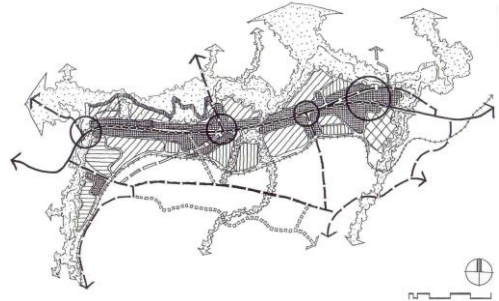


Spatial and Physical Planning:

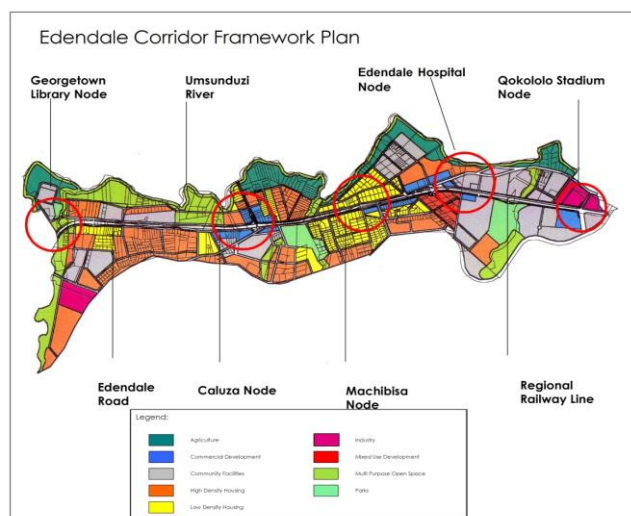
The Greater Edendale area as an element of a cohesive urban system has been the subject of a number of planning studies recorded herein:


Edendale Corridor Framework Plan

it was deemed imperative to prepare a planning framework informing the land acquisition and development of the area. Accordingly, the Greater Edendale Area was the subject of a macro planning analysis and was divided into 18 Functional Areas. Broad brush plans were prepared for each Functional Area detailing the role, character, spatial features and key development interventions that are required in order for the Functional Areas to reach basic performance levels. At a more detail level, the Edendale Corridor Functional Area was identified, by the Executive Committee, as a priority project to advance and unlock the development of the Greater Edendale Area. The Executive Committee directed that a planning study be conducted which resulted in the preparation of the Edendale Corridor Physical Development Framework. In this regard, Council recognised that the Edendale Corridor is the Civic Centre and heart of the Greater Edendale Area and will contain a wide range of social services and community facilities, shopping and industrial activity. In this case, the provision of basic needs and security of tenure locked within an urban renewal strategy were recognised as the principal elements of the project.



This plan promotes the establishment of a hierarchy of mixed use Service Nodes at key intersections along the corridor to accommodate commercial, community and public transportation facilities. This level of planning or intervention was based on the standpoint that many of strategic and broad scale land use planning requirements have been attended to and it therefore sought rather to meaningfully elaborate on preparing a Development Framework which identifies and packages realistically achievable projects and development. The Development Framework accordingly sought to prepare the Corridor for public and private investment and thus realistically inform public budgeting processes as well as provide clear development direction to individual property owners and businesses. The Executive Committee also resolved that the methodology and process by which the Edendale Corridor Planning has proceeded, be followed for the planning of the balance of the Functional Areas.



Edendale-SDF
<p>At a strategic and conceptual level the Edendale SDF elaborates on the functioning of the urban system and provides for the restructuring of the post apartheid city and the consequential integration of social, economic, institutional and physical aspects of land development. The spatial vision for Greater Edendale is established under this study. The SDF reinforces the earlier work done as per the above studies.</p>
Edendale-Physical Development Frameworks
<p>With grant funding made available by the DBSA, the municipality proceeded with the planning of the following four Function areas:</p> <ul style="list-style-type: none"> • Caluza, Dambuza, Georgetown and Plessislaer. <p>The primary focus of the project was to facilitate the delivery of economic opportunities, housing, social facilities and supporting infrastructure. This level and type of planning was to prepare the Functional Areas for public and private investment (it is the Greater Edendale Area's prime economic opportunity zone, most accessible social infrastructure location and most accessible housing zone). Thus the proposed Development Framework will address the following:-</p> <ul style="list-style-type: none"> • Establish a detailed physical Development Framework suitable to direct and manage investment within the Functional Areas • Identify the location and extent of key development opportunity zones and the associated physical, institutional and financial requirements to enable development within them. • Preparation of conceptual design solutions for each development opportunity • Identification of critical actions required for each of the above to be implemented including the assembly of land, detailed design actions required, establishment and / or refinement of Land use and environmental management mechanisms, assessment of infrastructure requirements such as access, sewage disposal etc. • Prepare order of magnitude costs and budgets for the establishment of public infrastructure necessary for facilitating development • Priorities and development phasing of development with the Corridor as a whole and within each development opportunity zone.
Edendale Northdale Corridor Study
<p>Seeks to promote public transport and non-motorized transport along the Edendale - Northdale Corridor by improving infrastructure and services through integrated transport and land use developments. The intersection upgrades, public transport stops, public transport hubs, pedestrian safety crossing, etc have been considered and planned as part of this initiative. The project is based on the development of an improved transportation corridor extending from Georgetown in Edendale through CBD to Northdale over a length of about 17km. It is envisaged that the project will promote public transport and non-motorized transport along the Edendale Northdale Corridor by improving infrastructure and services through integrated transport and land use developments.</p>

Urban Design/Regeneration Plans
<p>Towards the revitalization of the economy and built environment and the consequentially creation of a sense of place and eradication of poverty, the Mayor endorsed the implementation of five urban improvement projects at strategic intersections along Selby Msimang/Moses Mabhida Road and within the immediate vicinity of Wadley Stadium in Georgetown [i.e. all nodes situated along Edendale Corridor]. On acceptance and approval of the project by the Executive Committee, service providers were subsequently appointed by the municipality to:</p> <ul style="list-style-type: none"> • Produce Urban Design/Regeneration Plans for the five Priority Project Areas and • Provide high level costing towards the implementation of the plans.

The preparation and implementation of the above Urban Design/Regeneration Plans are presented as part of an overall strategy to redress years of neglect and decay. The project is so driven by the notion that public investment and funding can be used creatively to attract private and community investment to unlock the social and economic potential within neglected townships and neighbourhoods, which in turn will improve the quality of life among its citizens. In this regard, the project seeks to transform both the physical and geographical landscape of Greater Edendale from a dormitory township into a dynamic and vibrant urban place of high quality. The five Priority Project Areas having regard to its high level of visibility, accessibility and exposure, are recorded as follows:

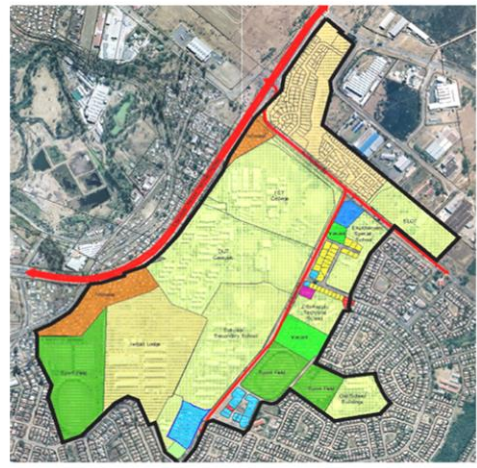
- Masons Mill intersection [Moses Mabhida/Archie Gumede]
- Imbali intersection [Selby Msimang/Sutherland/Herschensohn]
- Bakery intersection [Selby Msimang/Mount Partridge]
- Caluza intersection [Selby Msimang/Caluza Road] and
- The area within the immediate vicinity of Wadley Stadium in Georgetown

The latent development potential of these gateway sites as a collection of interconnected neighbourhoods is recognized. The development thereof would also lend itself to the creation and establishment of landmarks, vista, focal points and economic opportunity zones. These areas also encourage built form and massing that creates a human scale urban environment and sense of place and identity. It is recognized that urban design concerns the arrangement, appearance and functionality of cities and in particular the shaping and use of urban public space [i.e. the way public spaces are experienced and used].

NDPG Grant Funding: Greater Edendale

The Ekhorisini Livestock Market was awarded R2 million for technical assistance and R25 million for capital grant. The Imbali Mixed Use Investment Precinct was selected by the Neighbourhood Development Partnership Grant as a project and the NDPG Unit has subsequently entered into a strategic partnership with the Msunduzi Municipality. The Msunduzi Municipality is the beneficiary of a technical assistance grant fund of R700 000 and a capital grant fund of R10 million. The funding was invested in line with the objectives of the NDPG and was utilized to fund:-

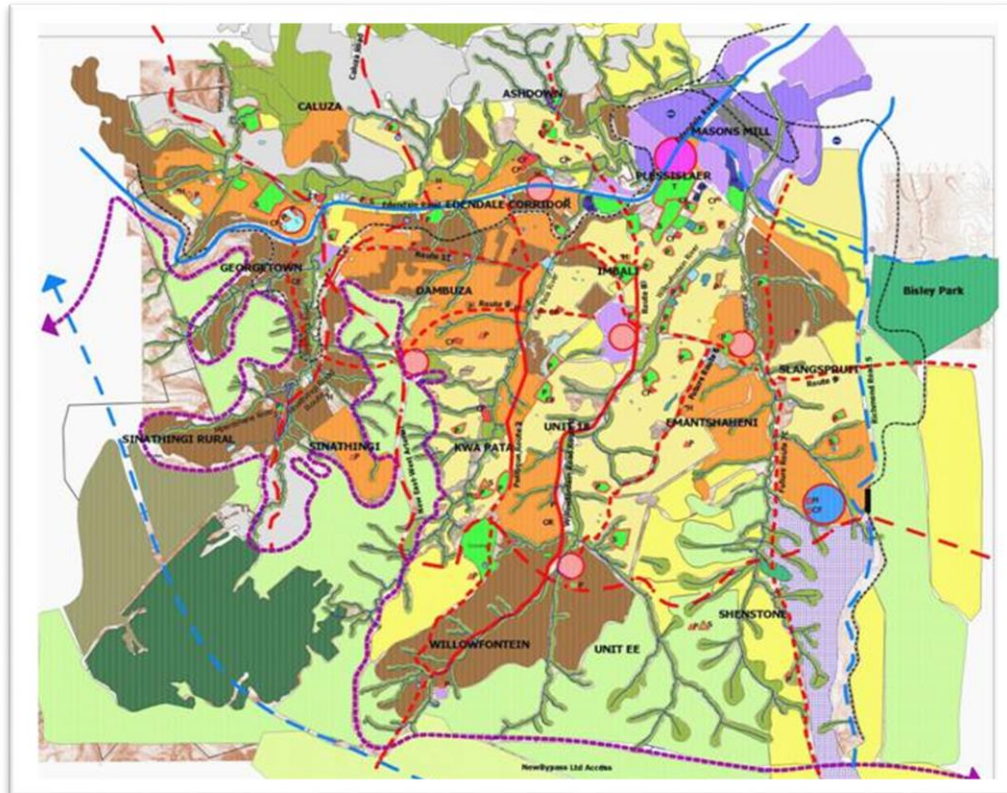
- The preparation of a Retail Sector Study for the Imbali Area towards the development of a possible Retail Facility in the Imbali Mixed Use Investment Precinct; and
- In addition, the technical assistance grant fund was applied to build an urban design framework including a business case and ultimately identify and scope other detailed projects to regenerate and upgrade the Imbali Mixed Use Investment Precinct with specific focus on F.J. Sithole Road.



The Imbali Mixed Use Investment Precinct is driven by the notion that public investment and funding can be used creatively to attract private and community investment within the Imbali Area and that this in turn will contribute to Edendale's economic performance and improve quality of life among its citizens. The Ekhorisini Livestock Market and Imbali Mixed Use Investment Precinct projects were combined on the 18 December 2009. As per NDPG, a Township Regeneration Strategy [TRS] was required, the purpose of which was to create a framework which guides the upgrading of the Imbali ABM area over a 20 year period. This has culminated in the Thwala Road project which is at the initial stages of construction. Finally, the above Spatial Planning/Urban Design/Regeneration Plans seek to enhance the 'Edendale' living environment by:-

- Creating a memorable and highly imagable city which engenders a strong sense of ownership and pride and reflects the history, culture and achievements of the people of Edendale;
- Creating a city which is highly legible and comprehensive to its users to enable more effective use of its facilities and a fuller appreciation of its visual and other environmental qualities

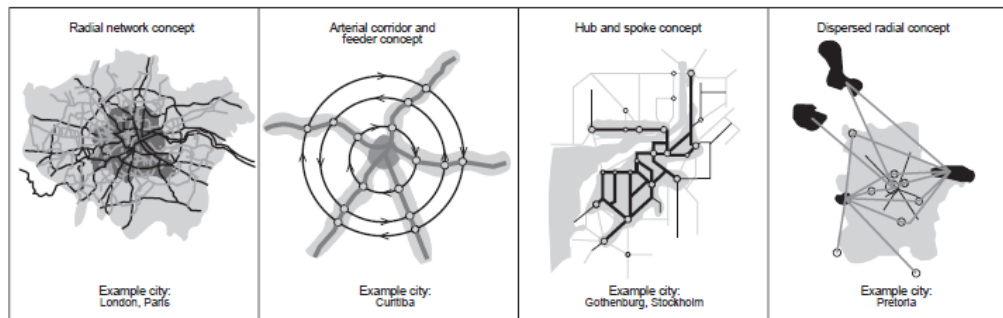
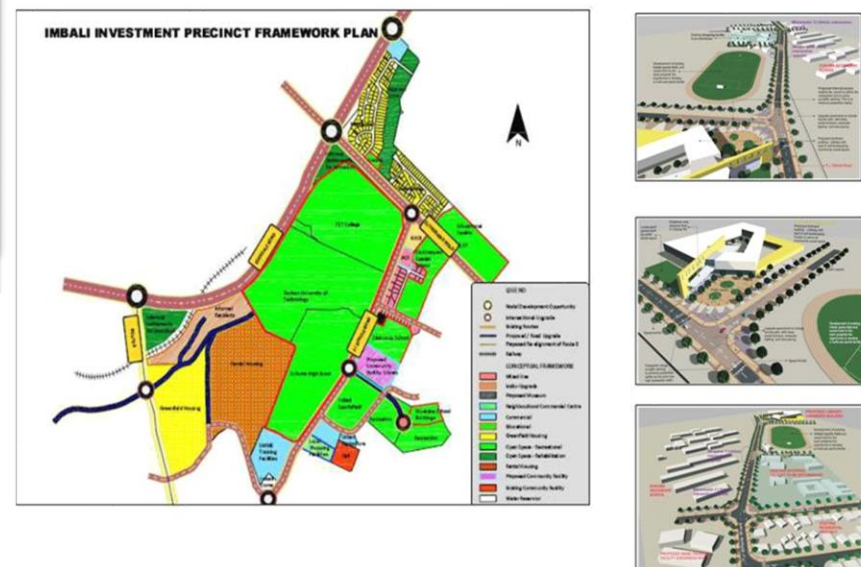
Edendale: Spatial Development Framework



Urban Intersection/Node Regeneration Plans



Imbali Mixed Use Investment Precinct



Human Settlement:

The Department of Human Settlements and the Msunduzi Municipality are currently implementing the Greater Edendale Development Initiative in accordance with the Agreement referred to above. The above Agreements are informed by legislation which provides that municipalities must take all steps within the framework of national and provincial housing prescripts to ensure that inhabitants have access to adequate housing and services. Municipalities must set housing delivery goals, identify and designate land for development and create and maintain a public environment conducive to housing development which is financially and socially viable. The Municipality is accordingly actively and aggressively participating in the National Housing Programme in accordance with the rules applicable by promoting housing development projects, acting as the developer in respect of the planning and execution of housing development and administering the national Housing Programme, in its area of jurisdiction.

Human Settlement Challenges

In the Greater Edendale Area, the Msunduzi Municipality is now in an invidious position where critical project related activities must be deferred due to land legal complexities. There is enormous pressure for the Municipality to deliver the five identified priority housing projects, as approved by the Executive Committee. It is indeed the acquisition of the remaining identified properties which are all held in private ownership that “underlie” the five priority housing projects and the incidental challenges therein. In this regard, the Municipality is unable to rapidly and successfully assemble all land parcels that constitute the five priority housing projects.

Amidst, all the turmoil associated with the land legal complexities, the need to reconcile and rationalise the housing project boundaries having regard to the area of land transferred to the municipality is deemed imperative. By way of such an initiative the adjusted housing outer figure may be divorced or isolated as a specific project to show case and achieve the delivery of housing in the Greater Edendale Area. It is submitted that the elevation of its status would give credence to the intended planned and roll out human settlement delivery programme. This is more so expressed in terms of the reconstruction and development of the urban landscape and in particular, the eradication of historical informal settlements along the Edendale Corridor. In so saying, the acquisition of the identified land and its development would arrest and allay fears of the perceived non delivery of the overall programme, while the tedious land legal complexities may be unravelled.

Notwithstanding the above, the planning unit of GEVDI has as an interim measure produced various layout plans in support of the housing projects identified. The replanning of the area is by way of example illustrated hereunder which will form part of the submission of the application to the Department of Human Settlement. In addition, layout plans have also been produced over the State land transferred to the municipality which now effectively provides for a wall to wall coverage of planning in the Greater Edendale Area. Two issues became evident. The first issue being that the design process would have to be extended to areas outside of the housing projects as blatant gaps were apparent in the built environment landscape. The second issue however, related to the State land that had recently been transferred to the Municipality which now required planning and integration into the local area. Further, with the inception of the Msunduzi Housing Sector plan, the need to identify and plan all informal settlements within Edendale had become a priority. In consultation with the Municipal Housing Unit, a total of 46 areas were identified as informal settlements across the Edendale area.

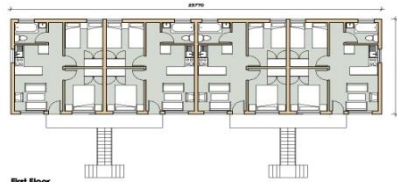
Design Guidelines

As per the Guidelines for Human Settlement Planning and Design [CSIR], the following planning principles were used to guide the design of the various informal settlements:

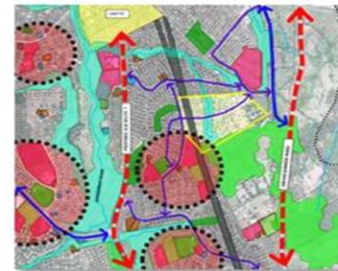
[a] The Principle of Continuity - Continuities of green space

Human society functions in a landscape that consists of the original (or primeval) natural landscape, as well as rural and urban landscapes. Access to all elements can be considered a basic need for human beings. As a result, establishing continuities of green space becomes an important element in the settlement-making process. Apart from fulfilling an important human need, this principle also promotes ecological diversity.

5 Priority Housing Projects



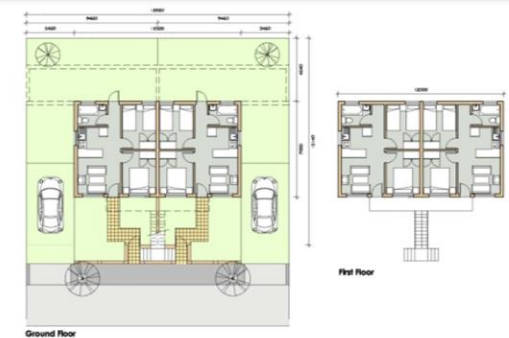
Example: Draft Land Use Framework



Example: Concept



Example: Preliminary Layout



[b] Continuities of Movement

The application of the principle of continuity consists of the creation of a complex and diverse pattern of movement and accessibility. This will enable all settlement activities, large and small, formal and informal, to find a place within the structural system. The resultant land-use pattern will be highly synergistic, with each part of the system benefiting - and being benefited by - the other parts.

[c] Continuity of Built Form

New parcels of development should be integrated with existing development to obtain agglomeration economies. There is, however, a scale dimension to this. At places, the continuity should be consciously broken to ensure convenient access to green space as well as the natural and rural landscapes.

**[d] Continuity of Public Space**

Public spaces should make up a continuous network of space. Achieving a sense of enclosure and definition is important in this regard. Every building, either through the building itself, its walls, or planting, should contribute to defining the public space it abuts.

[e] The Principle of Discontinuity

In the settlement-making context the principle of discontinuity refers to the promotion of breaks in particular components of the urban system, to achieve particular effects.

[f] Discontinuities of Movement

Along higher-order routes, discontinuities can be used to create special places, such as public squares and parks. The discontinuity principle can also be used to integrate natural and rural areas and existing features into the urban landscape. Discontinuities of movement on lower-order routes can be used to create qualities of secrecy or privacy, particularly in that through-traffic is discouraged.

[g] The Principle of Externalization

Social facilities and higher-order urban activities should not be “embedded” within residential precincts, but should be externalized by locating them along more continuous movement routes. This will ensure that the future of facilities is not entirely dependent upon the fortunes and resources of particular local communities. It will also maximize the potential return on the investment in facilities, by making the facilities accessible to a wider range of people. In addition, it will reinforce the private quality of the residential areas. Lastly, it will contribute to the establishment of symbiotic relationships between different activities and facilities.

[h] The Principle of Concentration along routes

While intensive activities and facilities should be externalized along continuous routes, it is important to recognize that development along them will not be even. The accessibility of different points along routes is not the same, as there are powerful tendencies for more intensive activities to concentrate at the most accessible points along movement routes.

[i] The Principle of Accommodating Sameness and Diversity

This principle relates to accommodating both homogeneity [sameness] and heterogeneity [diversity] in settlements. It is this principle that accommodates both cultural and economic diversity and expression within settlements. The connection between space and structure lies in the recognition that different activities, cultures, and lifestyles have their own requirements, which must be met in the settlement-making process. As a result, successful settlements are ones that reflect diversity in terms of areas of sameness, areas of diversity or mixed-use development, areas of cultural homogeneity and areas of cultural diversity.

Spatial Principles

There are four spatial principles, which are central to creating positive settlements. These are definition, scale, flexibility and intensity of space-use:-

[a] Definition

In positive environments the public space is defined by buildings and other space-defining elements, such as walls and planting. This creates a sense of enclosure. The contrast is free-standing elements in a formless sea of space.

[b] Scale

Scale refers to judgment about relationships such as size, distance and height. In settlement terms, reference is usually made to a "human scale", which is the scale that human beings feel comfortable with. Although a quality that can be difficult to define, it is one that should be striven for in modest, as well as bold, settlement-making processes.

[c] Flexibility

Positive environments reflect flexibility in their spatial structures. The principle of flexibility thus refers to the creation of spatial structures which can accommodate unexpected demands.

[d] Intensity of space use

Land should be used as intensively as possible as this has positive spin-offs for settlement-making. These include:

- The creation of higher levels of support for economic and social goods and services;
- The establishment of an economic climate in which economic activity can thrive;
- The creation of the preconditions for viable public transportation systems;
- The efficient use of infrastructure; and
- The achievement of better utilization of the land, contributing to compact urban environments, reduced travelling and energy consumption, as well as a reduction in pollution. Intensification does not imply a standardization of living conditions, or uniform densities.



In the context of the minimalist approach, a choice of living conditions, which is an important objective of settlement-making, is facilitated in a number of ways, such as:

- By encouraging the development of areas of different character throughout the settlement;
- By the presence of contrasts within the structural system, with respect to space that is private and space that is public;
- By the natural development or evolution of a range of urban densities; and By an evolution of configurations of plot shapes and sizes, which result in the promotion of different housing types.

Residential Land Use

The Residential Land Use has been separated into Low, Medium and High density residential zones.

[a] Low Density Residential

A large portion of the study areas have been allocated for Low Density Residential areas. These areas consist of single dwelling units located on an individual stand.

[b] Medium Density Residential

An array of different densities is proposed, from 60 to 90 dwelling units per hectare within the medium density zone. From a built form aspect, it is proposed that 2 to 3 storey development will be accommodated in this zone.

[c] High Density Residential

High Density Residential Zones are particularly proposed along the main roads of the study areas. It is envisaged that this usage would permit retail development on the ground floors and residential above. This will ensure that over time a constant level of activity can be achieved along main routes and importantly allowing people to access opportunities within walking distance. This zone will accommodate a 3 to 4 storey development and potential 5 to 6 storeys along steep slopes and intersections. A proposed density of 120 dwelling units per hectare will apply to this zone

Hosing Sector Plan

Burgeoning informal settlements is one of the key human settlements development challenges facing Msunduzi Municipality. These settlements occur in different forms and magnitude depending on location and genesis. Most informal settlements arise from two main factors, that is land invasion and shack farming. These settlements appear across the city but are most common in the Northern and Edendale areas and range in size and structure from small settlements of about 5 households, to large ones with more than 1800 households. These settlements accommodate more than 7800 households.

Although there are many cases of land invasion in the Greater Edendale, the majority of informal settlements occurs on privately owned land and owe their existences to shack farming. The net effect of this was the transformation, over time, of the area from being an African middle class suburb or small emerging farmer settlement, into one of the well-known 'urban slums'. Private land ownership, coupled with uncontrolled settlement has resulted in unresolved tenure issues, involving landowners, tenants and sub-tenants. The majority of tenants have beneficial occupation rights and cannot be removed without the provision of alternative accommodation. Settlement has occurred in a manner inconsistent with property boundaries (cadastral base). The municipality has for the past few years been trying to address the land issues, but there seems to be major challenges in this regard. Given the situation, the need for an urgent intervention in terms of Human Settlements was found in the Inception of the Housing Sector Plan.

The Housing Sector Plan constitutes an integral part of municipal planning and the efforts of Msunduzi Local Municipality and housing institutions' response to its mandate to create and sustain viable human settlements within its area of jurisdiction. It sets out housing delivery goals and targets for the municipality and provides an approach to housing delivery and spatial transformation. Housing delivery is a crucial element in the spatial transformation of cities as it is the biggest spatial structuring element.

Contained in the Msunduzi Housing Sector Plan will be a coherent slums clearance strategy. The slums clearance strategy responds to a need to eradicate existing informal settlements and prevent further establishment of such settlements. Consequently, the slums clearance strategy will provide a comprehensive audit and spatial reference of all informal settlements in the Municipality. It will also provide strategies for addressing housing needs as experienced through these settlements which include:

[a] Rural Housing:

Rural housing need is concentrated mainly within Vulindlela ABM by virtue of it being the only major rural area within Msunduzi Municipality. Since the end of the political violence in the mid 1990s, Vulindlela has experienced steady population growth with the majority of this occurring in areas along the main roads and those adjoining the urban parts of the municipal area. The unfortunate result of a high rate of population growth in the area is that most of the new households have been allocated land in areas that were previously set aside for agricultural purposes [grazing and arable land] or that is environmentally sensitive.

[b] Rental Housing:

Social/rental housing is a rental housing option that is targeting low-middle income group earning between R1 500-R7 500 per month with the aim to provide affordable medium to high density housing options. There are currently two institutions involved in rental/ social housing in Msunduzi, namely the Msunduzi Housing Association (MHA) and the Msunduzi Municipality. MHA operate independently from the municipality and is a Section 21 non-profit company established by Council for the provision of social housing within the jurisdiction of the Msunduzi Council. Msunduzi Housing Association (MHA) was formed in March 1999 and strives to meet the social housing needs of the city of Pietermaritzburg by providing well designed, high quality community housing to the lower middle-income sector.

[c] Gap Housing:

Gap Housing is a term used to describe the shortfall, in the housing market between residential units supplied by the state [which cost R100 000 and less] and houses delivered by the private sector [which are not less than R250 000]. The gap housing market comprises people who typically earn between R3 500 and R10 000 per month, which is too little to enable them to participate in the private property market, yet too much to qualify for state assistance.

Breaking New Ground

In September 2004 the National Department of Housing released its Comprehensive Plan for the Development of Sustainable Human Settlements. Entitled 'Breaking New Ground', this document **“reinforces the vision of the Department of Housing to promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing”**. Amongst others, the objectives include:-

- Utilizing housing as an instrument for the development of sustainable human settlements, in support of spatial restructuring;
- Combating crime, promoting social cohesion and improving quality of life for the poor;
- Leveraging growth in the economy; and
- Utilizing the provision of housing as a major job creation strategy.

The National Housing Code [March 2000] sets out clearly the National Housing Policy of South Africa. It identifies the primary role of the municipality as taking all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis. This entails the following:

- Initiating, planning, facilitating and coordinating housing development;
- Preparing a housing delivery strategy and setting up housing development goals;
- Setting aside, planning and managing land for housing;
- Creating a financially and socially viable environment for housing delivery;
- Facilitating the resolution of conflicts arising from housing delivery initiatives;
- Facilitating the provision of bulk services;
- Administering national housing programmes; and Expropriating land for housing development.

Finally and which is relevant to the Communication Strategy and Liaison Plan, the aim of this policy is to assist the municipality in fulfilling the abovementioned role assigned to it in terms of the National Housing Code. Housing is now to be utilized for the development of sustainable human settlements in support of spatial restructuring. In line with the Vancouver Declaration, the primary aim is to move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and more efficient towns, cities and regions.

Local Economic Development

The IDP identifies the need to grow the economy by extracting maximum economic benefits from government arrangements, supporting local business and strengthening key sectors of the local economy and attracting new investment to promote job creation / economic opportunity for the unemployed. The Msunduzi Municipality has identified the Greater Edendale Area as one of the focal points for social and economic development. Despite its incorporation into the City of Pietermaritzburg in the mid 1990s, the Greater Edendale Area [GEA] remains socially and economically underdeveloped. GEA is characterized by massive poverty, a high unemployment rate and general lack of appropriate economic development infrastructure. It is a low-income dormitory suburb and a reliable source of unskilled and semi-skilled labour for the city.

LED Strategy

The Local Economic Development Strategy for the Greater Edendale Area is developed within a framework of developmental local government and emphasizes developmental LED. It puts greater emphasis on addressing severe problems of unemployment and poverty, while creating a framework for investment and economic growth. Its intention is to contribute to the achievement of the general Municipal development vision and economic development strategies specifically. The vision of the Greater Edendale Area in terms of local economic development is to be fully integrated and participate actively in the economy of Pietermaritzburg. The following key intervention areas have been identified as having potential to facilitate the realization of the vision:-

- Focusing on developing the economic sectors that appear to offer immediate opportunities such as manufacturing, tourism and agriculture;
- Providing a range of business support services;
- Skills training and capacity building;
- Developing an appropriate institutional structure to drive implementation;
- Maximizing the benefits from social spending; and
- Delivery of economic development infrastructure.

A number of strategic programmes have been designed to unlock the development potential of the GEA and mobilize stakeholders in support of its development and are now at different stages of implementation, which are recorded as follows:

Catalytic Projects

[a] ICT Hub: Edendale

The establishment of an Information Communications Technology [ICT] Hub, located within the Edendale Development Corridor of the Msunduzi Municipal area, is an ICT (Information Communication & Technology) based concept, which aims to enhance the ICT competitiveness of the city, and support the Municipality's drive towards a "Smart City".

It aims to stimulate local economic development in the ICT sector, through its SMME development programmes and its associated job creation opportunities, grow the ICT technical skills base and improve quality and competence thereof. The HUB's strategic location is ideal for promoting ICT awareness amongst Scholars and the Youth, and empowering this significant sector of society through relevant skills development programmes. The ICT HUB's community empowerment programmes promotes the uptake of ICT in terms service offerings for small business, community organizations, and general public provided by the Multi-Purpose Tele Centre. The ICT HUB draws on national ICT strategy imperatives such as ICT Clustering for SMME's, Enterprise Development through Business Incubation programmes, Youth Development programmes, technology HUB's for community based service centers, and the ICT Skills Development programmes. These national strategies are further supplemented by Provincial strategies for ICT sector development. GEVDI has embarked on the Edendale ICT Hub development in partnership with the Provincial Department of Economic Development (DED), and funding resources of the Gijima Fund, financed by the European Union.

- Programme: Contact centre – a key programme for the ICT HUB. The Contact Center being the smaller programme of two (Call Centre/Contact Centre) – is expected to be housed in the Moses Mabhida Centre. The Contact Centre is to service the Msunduzi Municipality – providing services to the various departments such as Engineering Services, Waste, Financial and Parks and Gardens. The Skills Training Programmes of the ICT HUB will be training prospective Contact Center Agents from the Greater Edendale area – drawn from high school graduates of the area. The successful candidates will be given positions within the Contact Centre.
- Programme Skills Training: The primary target groups are school leavers: Skills training for the ICT HUB Contact Center and Commercial Call Centre, Basic Computer Skills Training such as the ICDL, specialist Technical skills training. We expect to utilize the established Skills Training programmes and funding of the KZN Provincial Dept of Eco Development to run this programme at the ICT HUB.
- Programme Commercial Call Centre – Call Centre agents will be drawn from the ICT HUB Skills Training programme. The primary source of funding for this program will come from the KZN DED. They have asked for a suitable building for the Call Centre. The Moses Mabhida Centre will not have sufficient available space once all the programmes of the ICT HUB are in operation.
- Community Multi-Purpose Tele Centre: This is primarily aimed to promote various services through the use of ICT's to improve the quality of services to the Community. The sub-programmes here are: A Business Centre for services such Internet, fax, email, copying, etc., an Info-prenuer programme, Internet Café. Here once again, the funding and programme content of the KZN DED will be used. KZN DED has indicated that the rollout program for the Digital Community Hub is at hand.

- Government Services: The Municipality has a local office for billing, rates, and other queries – to service local community. In addition, provision of local offices is required for various national departments such as Home Affairs, Pensions – which is dependent on the availability of spaces within the Moses Mabhida Multi-Purpose Community Centre [MPCC]. However, the ICT HUB will be able to service these activities with its own trained agents and technicians. The Dept of Local Government and Traditional Affairs and the G C I S (national) - who are tasked with this process of taking services to local communities - have expressed a keenness to help us setup such a programme.
- Programme: Enterprise Development – This is the process of getting small startup ICT businesses through programmes that will grow them and create sustainable business entities of them.

The Project consists of three phases:-

- Phase One: Feasibility Analysis [complete]; Phase Two: Business Plan [complete];
- Phase Three: Pre-Implementation Stage [completed]. Implementation Stage [awaiting approval]

[b] Noshezi Forest Community Project [Municipality – 25 Year lease Agreement]:

The Noshezi plantation, which measures approximately 1230 ha in extent, is situated in the Sinathing and Ntembeni areas of Greater Edendale. It is an important resource in terms of its potential to create income and sustainable jobs for the members of the community. Prior to 1994, the plantation was managed by the Department of Agriculture and as a consequence of the political tensions during 1980's and 1990's, the Department abandoned the management of the plantations. By way of a Power of Attorney the ownership of the Forest was handed to the Department of Housing and has now being transferred as part of the State land to the municipality. Against the above background, members of the community have identified the opportunities inherent in the plantation and have approached Amahlathi Emerging Entrepreneurs Forum to assist them to form an organization called Buhlebezwe, which will then work with Amahlathi towards the rehabilitation of the plantation. The aim is to create a highly productive and well managed plantation supported by the surrounding community. The initiative is supported by the ward Councilors and the Municipality was subsequently approached to lease the land.

To give effect to the above initiative, the Land Disposal Committee, resolved that:-

- The Committee support the lease of the Politique Forest to an independent structure with a board drawn from the Msunduzi Municipality, Department of Water Affairs and Forestry, Department of Economic Development; and
- The Msunduzi Municipality agrees in terms of Section 14 (2) of the Municipal Finance Management Act
 - That the asset is not needed to provide the minimum level of basic Municipal services; and
 - That it has considered the fair market value of the asset and the economic and community value to be received in exchange for the asset.

This project is currently underway and reflects the municipality's contribution to the development of the area. Likewise the support of Department of Water Affairs and Forestry and Department of Economic Development is acknowledged.

[c] Edendale Freight Village

The location of Pietermaritzburg on the main North / South and transport routes, including the agricultural market and goods manufactured locally, provide an opportunity to establish a logistics platform for the consolidation and transport of freight. The geographical location of Pietermaritzburg could also facilitate the consolidation of goods being exported and imported via the Dube Trade Port and the proposed new international La Mercy Airport from KZN and neighboring Provinces. With the foregoing in mind, Msunduzi Municipality requested an analysis of the opportunities and benefits of the project including a feasibility study for the establishment of a freight village to receive consolidate and transport goods for both domestic and international consumption. The feasibility of the project has been established and the preparation of a business plan is required to take the project forward. This matter is now receiving the attention of the relevant Business Unit within the Municipality, including such discussions with Transnet to give effect to the project.

[d] Nguni Cattle Project:

The Industrial Development Corporation [IDC] Executive Management Committee approved a grant facility of R45 million for the implementation of the Nguni Cattle Project in seven provinces: Kwa-Zulu Natal, Eastern Cape, Free State, Limpopo, Mpumalanga; Northern Cape and North West.

The Project entails the re-introduction of the Nguni Cattle Breed in selected communities of the identified provinces. The long-term objective is to develop an international niche market for organically produced Nguni beef. The Nguni is indigenous to Southern Africa and is known for its high fertility, short calving intervals and long reproductive lifespan. It is tolerant to tropical diseases as well as internal and external parasites, and is also highly adaptable to poor quality grazing and conditions of excessive heat and humidity. This adaptability provides Nguni with the unique potential to produce high quality meat and hides under ecologically controlled free ranging conditions without the use of chemicals. The communities are involved in all the different phases of the project through Participatory Rural Appraisal.

The total funding for each province is R7.5 million in the form of a loan of R5 million and a grant of R2.5 million. The loan is used for the purchasing of the Nguni cattle at market related prices and is transferred in five tranches of R1 million per annum. In support of the above mentioned project, three sites within the Willowfontein Area [Edendale] have been identified to house and breed the Nguni Livestock. An application to lease the land by a co-operative is currently being processed by the Municipality. It is recognized that there is a need to expand and grow this project. Moreover, to give effect to the project, the SDF has demarcated the said areas for agricultural purposes.

Tourism Initiatives

[a] Development of Tourist Development Trail

Greater Edendale area has tremendous potential for tourism development, but it lacks the necessary infrastructure and drivers. Edendale should be seen as part of the broader tourism marketing and development strategy of the City and the sub-region. The development of the sector will require substantial synergy and alignment with the broader goals of the Msunduzi Tourism Development Plan. The Edendale area has comparative advantage in three tourism sectors, namely: cultural heritage and history, culture and experience, natural environment. Towards the establishment of a tourist trail a comprehensive Feasibility Study of the Edendale Tourism Route and the sub-projects outlined below is required:

- Undertake research and document the history of Edendale
- Identify and facilitate the rehabilitation and preservation of historical buildings
- Undertake a feasibility study for the development Esigodini\ Smero waterfall
- Facilitate the establishment of township tourism products, and provide support to the emerging enterprises
- Facilitate the construction of a Seven days War Memorial Tower
- Facilitate the establishment of a Museum within the Moses Mabhida MPCC to serve as a custodian of the history of Edendale

[b] DCO Matiwane Project [Municipality]

From humble beginnings as a teacher, DCO Matiwane became a renowned representative of local residents on legal and other matters and attracted the attention of the legal fraternity. Having successfully established a DCO Matiwane Youth League, he led an impressive struggle with powerful and effective demonstrations in the town of Pietermaritzburg, locations and rural areas in the periphery. The DCO Matiwane Memorial Project therefore, aims to not only commemorate Willowfontein's political icon, Mr. David Cecil Oxford Matiwane but also to introduce an economic stimulant into the local area. The DCO Matiwane Memorial Project is a multi faceted initiative encompassing:-

- The Heritage Legacy Project: Honor of local heroes [restoration of house];
- Agri-Tourism: Attraction of tourists and related programs [Agri-Tunnel Farming];
- Local Economic Development: Creation of Income Generating Initiatives [such as a community Bakery];

- It also forms part of the Land-Care Strategic Objectives as it encourages community participation and related spin-offs [income generating initiatives].

The project is presently supported by the Department of Agriculture and the Department of Economic Development. Furthermore, in support of the project, the Executive Committee has recently resolved to lease the land to the DCO Mawane project committee.

[c] Restoration of Msimang House

The Msimang House is privately owned and protected as a heritage site by AMAFA as it is over 60 years and it represents an example of mud-brick technology. Repairs to the Msimang House, have been proposed, with the view to it becoming a local Edendale Museum and tourism centre. The idea of the project is to use local people to work on the building, using lime and mud plasters and conveying a skill that has been forgotten or negated due to RDP and developers use of concrete block. With people getting paid through 'on the job training', the hope is that they may be likely to use the techniques and materials at home, improving their own environments.

In addition, the interaction with the historic fabrics of the building has the potential to enliven peoples' sense of history and place; to strengthen the topophilia of the area regarding the value of the built environment and; offer a different appreciation of histories and buildings to the local communities. It must be noted that this house was probably built in the late 1850's and thus forms part of the City's earliest building stock built mud brick and plastered with lime plasters. Its continued existence bears testimony to efficacy of mud and lime as materials and can be used in part to assist those people who, through a variety of reasons have no access to government aided housing, to build and maintain their existing properties. In support of the above initiative R2.7 m has been received from Department of Local Government. The project is presently underway and students from the Edendale DUT campus have been engaged to prepare the detail engineering designs.

[d] Establishment of Nelson Mandela Museum:

The Manyane Hall (previously the Arya Samaj Hall) which is housed on the Zibukuzulu Secondary School premises in Imbali was the venue for the historic All Africa Summit. The meeting was attended by Nelson Mandela and various other political and social dignitaries in 1961. This venue served as the last platform at which Nelson Mandela spoke as a freeman. He was arrested shortly thereafter and imprisoned on Robben Island. It is proposed to refurbish the Manyane Hall and convert it to a museum modeled on the style of Albert Luthuli Museum. Negotiations have commenced with the city's two museums about the management of the proposed museum. It is also proposed discussions with the Education Department for with regards to the future of the Hall and its conversion to a museum. The success of this venture would enhance tourism in the Greater Edendale area.

[e] Gerard Bhengu Museum:

The late Gerard Bhengu, who had strong roots in Georgetown, is regarded, these days as one of the country's top artists. Following an extremely successful exhibition on the works of 3 eminent Edendale artists, plans are afoot to restore the premises from which Bhengu worked. The Methodist church which owns the premises has approved the project and the restoration of the rondavel as a possible exhibition centre. Partnerships will be created between the Tatham Art Gallery and the local museums. This centre will form an important core of the proposed tourist trail with the Greater Edendale area.

[f] Hero's Acre – Moses Mabhida

Moses Mabhida, a senior Liberation Struggle Hero died in Mozambique in 1986 where his body was embalmed & preserved in Mausoleum [This was after his family was refused permission to bury him in South Africa]. A Moses Mabhida Reburial Committee led by Dr Mkhize [Finance MEC] was since established to work on all the necessary arrangements for the reburial. This committee identified a vacant piece of land in Slangspruit as a possible site for reburial. This was also motivated by the fact that Mr Mabhida was from Slangspruit. A further thought is that the site could be marked by one of the most enduring and important architecture design features which originated in Ancient Africa namely the obelisk. Such a structure would not only be distinctive but would also underline the importance of Africa in architecture and would draw an even greater number of tourists. This site is one of the greatest landmarks in Greater Edendale.

Edendale Urban Agriculture

[a] Development of Urban Agriculture Strategy

The Msunduzi Municipality's Integrated Development Plan identified the Greater Edendale Area as a specific area which requires intervention due to it being characterized by high levels of poverty and unemployment. It therefore initiated the Greater Edendale initiative to address issues such as housing, poverty alleviation, job creation, etc. The Local Economic Development Strategy for the Greater Edendale Area completed in 2005 identified the need to develop a programme to initiate and support urban agricultural initiatives

In December 2005, the Greater Edendale Development Initiative [GEDI] applied to GIJIMA KZN which is funded by the European Union for a grant to initiate a plan for urban agriculture in the Greater Edendale Area. The urban agriculture study for the Greater Edendale Area offers the municipality the opportunity to obtain a major directional study in an area in which little detailed work has been done, without incurring any direct expenditure. Also, the urban agriculture study will be a major step towards the creation of a self sufficient food security based economy in the Greater Edendale Area. The overall objective of the Strategy is to contribute towards job creation and poverty alleviation through urban agriculture. Its specific objectives are as follows:

- To determine the potential for agricultural development in the Greater Edendale Area.
- To mobilize stakeholders and role-players in support of the project.
- To ascertain the feasibility and design a programme for the establishment of urban agricultural projects in the Greater Edendale Area.
- To develop a programme based on the production of high value crops for niche markets.

The study has been concluded and adopted by Council. The total direct cost of the project amounted to R642 346. Of this amount Gijima funded R444 649 with the remaining R197 697 funded by Council.

[b] Establishment of Market Gardens and Agricultural Center:

As per the above Urban Agricultural Strategy, the establishment of 14 gardens in consultation with the ward Councilors has been approved by the Executive Committee. The project is intended to benefit the following:-

- Community groups involved in urban agriculture activities and Small Emerging Enterprises and
- Greater Edendale Community [especially youth, women, unemployed, SMME's].

The Project focuses mainly on urban agriculture, but will create opportunities in other sectors such as small-scale manufacturing, packaging and logistics. In addition, the project is supported by the following elements:-

- Training and registration of Organic Growers
- Creation of central storage and garden center at the Imbali offices
- Purchase of equipment and garden and irrigation design
- Identification and development of appropriate garden plots
- Crop identification and seed purchases
- Mentoring of gardeners and assistance with product marketing
- Consultation and sustainability
- Facilitating partnerships

Accordingly the Executive Committee resolved that:

- *the major Urban Agriculture Project as outlined above be approved and*
- *the Greater Edendale Development Initiative be granted authority to expend R1 million available under vote number 285 100 1371 on putting the project on the ground in close consultation with the Procurement Business Unit*

The project was launched by the Mayor and supported by the Department of Agriculture and Environmental Affairs. To date, the Municipality has made available R50 000 for the purchase of equipment and a further R150 000 has been budgeted for the immediate future. In addition, the lease of the municipality land to the respective co-operative is being dealt with in terms of the Land Disposal Policy.

Business Support
<p>[a] Small Business Support</p> <p>Small business in the Greater Edendale Area [GEA] faces a range of challenges. These include factors relating to access to finance and markets, access to expertise and support, product development, skills development, and access to infrastructure and equipment. A business support programme can assist in overcoming these challenges through appropriate linkages taking place and by providing in-house expertise in others.</p> <p>[b] Black Business Supplier Program [DTI]:</p> <p>The Black Business Supplier Development Programme (BBSDP) offered by the DTI is an 80/20 cost-sharing, cash grant incentive scheme, which offers support to black-owned enterprises in South Africa. The scheme provides such companies with access to business development services in order to assist them in improving their core competencies, upgrading managerial capabilities and restructuring to become more competitive. The objectives of the Programme are to:-</p> <ul style="list-style-type: none"> • Fast-track existing SMMEs that exhibit a good potential for growth into the mainstream of the formal economy. • Foster linkages between black-owned SMMEs and corporate and public sector enterprises. • Complement current affirmative procurement and outsourcing initiatives in the corporate and public sector enterprises
Skills, Development and Training
<p>[a] Skills Development Programme</p> <p>Limited formal skills attainment and certification means that many Greater Edendale Area [GEA] residents have difficulty in participating actively in the wider labor market. In order to address this challenge, the GEA local economic development strategy aims to improve labor market mobility. This will be undertaken in a manner that enhances employment and livelihoods of the GEA residents. The employability of GEA residents can be improved through direct training interventions and through job linkage programmes [such as SLOT]. Vocational training interventions would seek to ensure that learners align with the skills that are required by existing and potential businesses within the GEA and at improving the quality of goods and services provided by GEA businesses. The skills Development Programme as developed by the national government will provide a framework for the implementation of this programme.</p> <p>[b] School Leaver's Opportunity Training [SLOT] – Establishment of new Training Center:</p> <p>The institution is presently advancing a concerted youth initiative into various areas [Dambuza, France, Sweetwaters and Slangspruit] within Edendale. The initiative aims at supplying each area with a free 20 day life skills program. This program will benefit approximately 500 youth directly and many indirectly. Further, 10 percent of all students enrolled with the above mentioned program will be selected to attend a Leadership camp after which they would be able to assist in the facilitation of the next skills program.</p> <p>SLOT has invested some R4m into the area within the past two years with the spread being generally twofold:-</p> <ul style="list-style-type: none"> • Students and programmes • Capital items – mainly the life skills facility upgrade <p>[c] Edendale Urban Agricultural - Training Needs Assessment and Skills Development Plan:</p> <p>A number of agriculture groups have expressed concern over their lack of formal training with regards to various aspects of agriculture. The aim of the study is therefore to generate accurate information relating to the feasibility of establishing sustainable urban agricultural projects/practice as a means to create employment and alleviate poverty in the Greater Edendale area. As part of this study the consultants were tasked to undertake a skills needs analysis and compile a Skills Development Plan for the nineteen groups identified to participate in the study. The study has been completed as an integral component of the Edendale Urban Agricultural Development Strategy.</p>

[d] Business Retention and Expansion

The Msunduzi Municipality recognizes the need for the City of Pietermaritzburg to function as a system hence the launch of processes for the functional integration of the GEA to the spatial, social and economic fabric of the City. This includes retail development, which is one of the key sectors and elements of the City's economy. However, this sector is poorly developed in the Greater Edendale Area which is poorly provided with retail facilities, and has a part of its development plan, identified the need to support and expand the retail sector. Opportunities exist mainly along the Edendale Corridor in the form of derelict buildings, vacant sites and under-utilized buildings.

Social Equity and Community Development:

In support of the above international and national context, community development is regarded as a multi-sectoral and multi-disciplinary approach which is an integral part of developmental social welfare. Thus the focuses of community development programs at a local level, according to Social Policies, are as follows:-

- The facilitation of the community development process.
- The development of family-centered and community-based programmes.
- The facilitation of capacity-building and economic empowerment programmes.
- The promotion of developmental social relief and disaster relief programmes.
- The facilitation of food aid programmes in emergency situations owing to disasters such as floods, fire, civil unrest or drought, or to alleviate acute hunger.
- Voluntary participation in social and community programmes will be actively encouraged and facilitated.
- Self-help groups and mutual aid support programmes will be facilitated where needed.
- Advocacy programmes will be promoted.
- The Government will facilitate institutional development with the focus on creating and/or strengthening existing Government institutions and organizations of civil society.
- Appropriate public education and non-formal education programmes will be facilitated.
- The promotion of community dispute resolution and mediation programmes will be embarked upon where needed. Training programmes will be provided.
- The access of local communities to governmental and non-governmental resources to address needs will be facilitated.

Lead Projects**[a] Community Profiles:**

Community Profiles for five of the 14 Greater Edendale Wards have been completed and nine are in preparation. The profiles cover the Socio-Economic situation of the wards, as well as areas as Education and Training and Wards Priorities. The profiles will be used as a basis for developmental intervention within the wards.

[b] Early Childhood Development:

Some 100 crèches and pre-schools, both formal and informal have been contacted and brought together to discuss problems. Most of the Edendale crèches and pre-schools are informal and do not have registration. The lack of registration is often the result of a shortage of skills and those not registered do not benefit from government grants. For crèches and pre-schools requiring training, such training has been facilitated from the ETDP-SETA. A recent SETA graduation saw some 180 trained community workers receive their diplomas. It's GEDI's intention to train all workers in Edendale crèches over the next 4 years.

[c] Constitution and Registration of CBO's

Workshopping and training CBO's in order to give them the capacity to formalize themselves and provide themselves with a constitution and also register as legal entities e.g. NPO's and Public Benefit Organizations exempted from taxation. The cost of organizing workshops for a 12 month period for all stakeholders is R250 000.

[d] Health and Welfare

A database of Health related activities in the Greater Edendale area is currently being compiled; once the data base is compiled a Health Profile and Health Strategy for the Greater Edendale area will be developed. An implementation plan for the Health Strategy will then be developed in co-operation with the Department of Health, Department of Social Development, the District and Local Municipality, the Reproductive Health and Research Unit and the Human Sciences Research Council as well as in collaboration with local NGO's and CBO's.

Cultural Heritage

[a] Oral History Program:

This programme has as its main aim the capturing of the life histories of personalities from different walks of life in the Greater Edendale area. It is hoped to preserve these stories in the planned community museum in Georgetown. The programme will provide a reservoir of historical material for scholars for the future and also help to empower community members whose life histories has b been largely ignored by historians. The programme has commenced and is academically being administered by the local university's Sinomaland Centre for Oral History and Memory Work in Africa. Council has made available some R 250 000.00 to the project.

[b] Nelson Mandela Speech Day Program:

The annual speech contest focuses on promoting facets of leadership among youth in Pietermaritzburg with a special focus on disadvantaged schools. The contest is managed by the Natal Witness, the municipality and supported by the local university. Fifty-five high schools participated in the initial contest. One of the main aims is to promote public speaking among young people on issues related to historical issues and youth development issues. A first prize of R10 000 in both the English and isiZulu category form part of the program. The annual cost of the above project, sponsored by the local daily news paper, The Witness, is approximately R100 000 over a five year period.

[c] Edendale Schools Choir Festival:

The Greater Edendale has a rich culture heritage related to traditional song and dance. This heritage goes back to the founding of the area by missionaries in the 1840's. In the 1850's a choir group from Georgetown visited and performed in London. To promote this legacy and to engage young adults especially school learners to resuscitate their rich oral heritage a choir competition is being planned for greater Edendale high schools. Various cultural organizations and community leaders have shown an interest in promoting this activity.

Part B: Communication of a Developmental Manifesto

1. A New Work Dispensation and Mandate

1.1 Mandate and Policy Prescript

1.1.1 In so far as the city urban landscape is also concerned, it is submitted that urban areas and settlements which perform well, are multifaceted places. They offer a diversity, and thus choice, of places, lifestyles, activities and interaction opportunities. Quality of place is attained by embracing uniqueness as opposed to standardization. In this regard, a strategy should set out to create the preconditions for a positively performing settlement and urban place making. In any system of metropolitan government, it is envisaged that the Municipality will fulfill the following key roles:

[a] City-wide spatial integration and socially inclusive development

The concentration of the commercial and industrial tax base combined with the extreme spatial and social segregation along class and race divides within our metropolitan areas demand that particular attention is given to promoting spatial integration and socially inclusive forms of development. Metropolitan governments should utilise their land-use planning and regulation functions to promote integrated spatial and socio-economic development. Land-use planning and regulation is not simply a technical instrument for ordering physical space. If combined with other functions such as transport planning and bulk-infrastructure planning, land-use planning may facilitate the development of a particular kind of urban living environment.

[b] The promotion of equity, social justice and economic prosperity

The economic and social viability of our metropolitan areas is closely linked to addressing existing inequities and creating a stable environment for the attraction of capital investment. The former requires redistribution across the metropolitan area; the latter requires a clear, transparent and predictable framework in which redistribution can occur. To effectively promote equity and facilitate redistribution between developed and underdeveloped parts of the city, Metropolitan Councils require strong fiscal powers.

[c] The promotion of local democracy

The promotion of local democracy should be seen as a central role for any municipal government - it is given particular attention here because the scale and complexity of metropolitan areas require specific mechanisms to promote local participation and democracy. The local sphere is an arena where citizens can participate in decision-making to shape their own living environments, and exercise and extend their democratic (social, economic and political) rights. It is often seen as critical for enhancing participative democracy because citizens may have greater incentives to participate at the local level and fewer disincentives.

[d] The provision of affordable and efficient services

Efficient delivery mechanisms require the decentralisation of certain functions, and the vertical integration of others. Not only is flexibility required with respect to the degree to which specific functions are decentralised within any metropolitan government -flexibility is also required between

metropolitan governments. Factors such as the location of existing centres of municipal administrative capacity and infrastructure, population distribution patterns, and the existence of public utilities in some metropolitan areas, implies that effective delivery systems will require different degrees of administrative centralisation and decentralisation between metropolitan areas.

- 1.1.2 Public participation has become an inter-disciplinary and holistic approach to creating sustainable communities. Through public participation the mentality of dependence can be neutralised in South Africa. As argued in Chapter 11, the South African public has an opportunity [through IDP] to reclaim their stake in government. Public participation will be a key principle in the democratisation process and good governance. It is a special opportunity and strategy- one which should be a priority for both the government and the public.

1.2 Sound Governance and Sustainability

- 1.2.1 Sound governance forms the basis for mediating tensions that exist between human well-being, economic growth and the potential for over-consumption of natural resources. Effective, accountable and transparent governance is critical to sustainability and management of these tensions. The following principles below set out to assist in confronting the tensions mentioned above.

[a] Principle 1: Eradicating poverty

The aspirations of the poor may present considerable delivery challenges but as a developmental local government, Msunduzi Municipality should strive to working with the most marginalised communities, to promote social, economic and spatial inclusion. This principle means:

- Enabling the poor to access basic livelihoods, inter alia by helping them to secure social grants, facilitating skills development and basic employment opportunities, and supporting 'self-help' projects, start-up microenterprises and community-based co-operatives;
- Accommodating the poor, by working to ensure that they can find and retain decent low-cost rental housing opportunities, without needing to resort to living in informal settlements and inner city slums. A key priority is the assimilation of the poor, ensuring they are not relegated to the margins of the city, but can instead find residency in mixed-income residential spaces;
- Empowering the poor politically through meaningful participatory governance; and enabling them to feel part of the city and to minimise the experience of social exclusion; and
- Making allowances for the poor in terms of how the built environment – and the use of public space – is managed – e.g. through developing more innovative, supportive regulatory approaches for the management of informal trading, spaza shops and backyard dwellings.

[b] Principle 2: Building and growing an inclusive economy

The apartheid legacy has resulted in a highly unequal economy that excludes the majority of residents. This has also created labour market distortions that continue to benefit racial minorities. Facilitating shared growth, and engaging more citizens in economically productive activity, will serve to benefit all.

[c] Principle 3: Building sustainable human settlements

Building sustainable human environments must be aligned to national imperatives and therefore address the triple challenge of; 'breaking through the Apartheid City', creating more liveable environments and confronting post- Apartheid urban exclusion.

[d] Principle 4: Ensuring resource security and environmental sustainability

A healthy urban environment is critical for the well-being of all residents, and those who work and play in the city which is committed to transitioning to a low-carbon economy. Increasing energy costs will also further disadvantage the poor, exacerbating conditions of energy poverty in the city. The management of scarce resources is the collective responsibility of all who live and work in the city. For success, this principle requires the development of compacts between the City, business, individual citizens and communities, with joint action representing the only option for adequately addressing resource security.

[e] Principle 5: Achieving social inclusion

Social inclusion should be promoted at all levels of society through addressing key obstacles, including issues relating to access to service infrastructure and social safety nets. Msunduzi Municipality should continue to work with marginalized groups such as women, children, people with disabilities, migrants and refugees – developing specific programmes of support. The establishment of partnerships for social inclusion across civil society and business would be ideal in addressing this principle. Early Childhood Development remains an important national programme to be developed and applied rigorously. Building bridges across diverse communities is an important feature of social inclusion, and ensuring that trust is restored within and between communities. Communities should be encouraged to express their culture through the character of the built environment, while allowing neighbourhoods to develop their own unique character and cultural identities.

[f] Principle 6: Promoting good governance

Good governance is central to all of the principles outlined above. It is the basis on which all other principles will be realised. Msunduzi Municipality should ensure financial sustainability – and deepening participation. Financial sustainability is critical to meet the long-term demands for capital infrastructure. In addition, building more innovative mechanisms through which citizens and communities can be empowered to participate more effectively and meaningfully should be promoted. Recognising that communication is critical for deepening participation, Msunduzi Municipality should transform the manner in which it communicates with citizens and stakeholders.

1.2.2 With an estimated 70-75% of South Africa's population expected to be living in urban areas within the space of a generation, and between 70-80% of gross domestic product (GDP) already being generated in the cities, the economic viability and sustainability of cities is critical for national economic performance. In line with worldwide trends, South Africa's population is rapidly urbanising. While the urban transition presents challenges of poverty, homelessness and marginalisation, it also presents opportunities for economic growth and social development.

1.2.3 In response to the above agenda, developmental local government [as a strategy and approach] is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. It must play a central role in representing communities, protecting human rights and meeting basic needs. It must focus its efforts and resources on improving the quality of life of communities, especially those members and groups that are most often marginalised or excluded, such as women, disabled people and very poor people.

2. Communication Dialogue and Identity

2.1 Developmental Local Government

2.1.1 For developing countries such as South Africa, the emphasis is now firmly placed on competing in a global marketplace, with the pressures and demands associated with a developing economy. For the post-apartheid cities of South Africa, globalization has meant increased competition with other cities and changes in the nature of production and work. Managing global economic flows, retaining and competing for fixed investment, human capital development and sustained resource management lies at the heart of a city's economic role and function. Moreover, whilst South Africa's per capita income places the country among middle-income countries, its income disparities are among the most extreme in the world. Reducing inequality and poverty, and tackling unemployment and underemployment, are the key challenges faced by the South African cities.

2.1.2 In response to the above agenda, developmental local government [as a strategy and approach] is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. It must play a central role in representing communities, protecting human rights and meeting basic needs. It must focus its efforts and resources on improving the quality of life of communities, especially those members and groups that are most often marginalised or excluded, such as women, disabled people and very poor people. Developmental local government has four interrelated characteristics:

- Maximising social development and economic growth.
- Integrating and coordinating.
- Democratising development.
- Leading and learning.

2.1.3 Citizens and communities are concerned about the areas where they live: they are concerned about access to services and economic opportunities, mobility, safety, absence of pollution and congestion, proximity to social and recreational facilities and so on. Local government can impact on all of these facets of our lives. The outcomes which developmental local government seeks to achieve may differ over time. However, in current circumstances the key outcomes are as follows:

- Provision of household infrastructure and services.
- Creation of liveable, integrated cities, towns and rural areas.
- Local economic development.
- Community empowerment and redistribution.

2.2 South African Cities Model

2.2.1 To achieve developmental outcomes will require significant changes in the way local government works. The three interrelated approaches are put forward, which can assist municipalities to become more developmental:

- Integrated development planning and budgeting.
- Performance management.
- Working together with local citizens and partners.

2.2.2 The newly formed South African Cities Support and Learning Network (Cities Network) brings together nine of the country's largest cities together with the South African Local Government Association (Salga). One of the network's major aims is the sharing of information and expertise to "focus on the role of cities in the global and national economy". SACN proposes a CDS planning framework based on the four perspectives of 'productive cities', 'inclusive cities', 'sustainable cities' and 'well governed cities'. It is worth noting that city strategies from other parts of the world have usefully been based on other planning perspectives. For example, strategies in some European cities have emphasised a planning perspective on local arts and culture, city symbolism, shared public space and entrepreneurship in tourist attracting creative activities.

2.2.3 They talk about the 'creative city', 'lively city', or even the 'civilized city'. However it is believed that the four quadrant framework of 'productive cities', 'inclusive cities', 'sustainable cities' and 'well governed cities' is appropriate to the South African context. Each perspective is wide enough to accommodate most long term planning concerns. And in combination the four perspectives help South African cities recognise and think through many hard strategic choices. The SACN CDS method therefore serves as a useful benchmark against which cities can assess their own long-term strategic planning approaches.

2.2.4 The vision of SA Cities is encapsulated within the four following concepts:

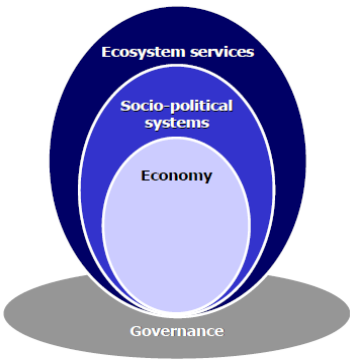
- The **productive city** refers to activities focused on the economy. Strategies are needed that would enhance local business competitiveness; improve local business environment; enhance capacity for new market entrants and initiate local economic development initiatives;
- The **sustainable city** refers to environmental issues and how to deal with the impact of growing cities on the environment; strategies that would shape the location of new developments;
- The **inclusive city** describes actions focused on social issues and integration of communities; poverty reduction and equitable service delivery; and
- The **well-governed city** that refers to processes of governance and administration and developing adequate structures and institutions to manage cities properly.

2.3 The DBSA model

2.3.1 Participation is a highly fashionable term in current development practice and is now practically *sine qua non* for project funding. Until the 1990s, development discourse emphasized the role of the state in delivering development to people. This blueprint approach was progressively challenged because of its failure to effectively address the underlying causes of poverty. In this context, community participation emerged as the new paradigm of the development process. The rationale behind participation is multifold: increased participation is supposed to promote greater efficiency, more accountability and transparency, enhanced ownership and empowerment. Ultimately, participation is supposed to be the key to genuine and sustainable poverty alleviation by shifting power to those who are "local and poor"

2.3.2 Although a very laudable reorientation of development practice, participation has shown its limitations, especially in terms of its ability to avoid the shortcomings of development projects it was supposed to address. Many participatory projects ended up replicating the same errors as top-down projects. In particular, the basic problem of not being able to arouse popular participation plagues most community initiatives. Understanding participation and its different mechanisms is essential to analyse the pitfalls of participatory projects, and to improve their design. Behind the buzzword of participation lies a wide range of processes and mechanisms, all of which are context-specific and have a different impact on the overall performance of participation.

2.3.3 The DBSA Model attempts to contribute to filling this gap by examining the exclusionary processes at play in participatory projects and provides a comprehensive and dynamic picture of participatory processes.

<p>Sense of justice:</p> <ul style="list-style-type: none"> meeting fundamental human needs & rights-based democratic governance and participation <p>Sense of limits:</p> <ul style="list-style-type: none"> transition to renewable energy alternatives and energy efficiency zero waste via re-use of waste outputs as productive inputs connectivity via sustainable transport, with a major focus on public transport home building, sustainable construction materials and building methods sustainable water and re-use of treated sewerage 	
<p>Sense of place:</p> <ul style="list-style-type: none"> health, well-being and soulfulness safe places within integrated communities (with special reference to children and women) 	
<p>Sense of history:</p> <ul style="list-style-type: none"> valuing cultural diversity, sense of community, participatory culture, healing and memory 	
<p>Sense of craft:</p> <ul style="list-style-type: none"> growing the local economy, greater equity and fair trade local and sustainable food supplies, markets, & agricultural value chains human skills, knowledge development and continuous learning 	
<p>Sense of nature:</p> <ul style="list-style-type: none"> reverence for life, enhancing biodiversity and the preservation of natural habitats working with rather than against eco-systems 	

2.3.4 This is seen to be linked to democratic institutions and organisation of the poor to represent their interests. The three cross-cutting principles of a rights perspective are presented as participation, as above, inclusion based on values of equality and non-discrimination, and obligations, strengthening accountability of institutions to protect and promote rights. Participation has no final meaning. It is not rock. It is mobile and malleable, an amoeba, a sculptor's clay, a plasticine shaped as it is passes from hand to hand. And perhaps it is right that this should be so, and that each generation, each group, each person, should puzzle out what they think it should mean and how they can best give it expression. As Mogale [2003] concludes "Whatever critics may say, the notion of participation has widespread common sense appeal and impact."

2.4 Participatory and Community Based Planning

- 2.4.1 Definitions of participation vary, strikingly; definitions whose origins have given them some authority have been concerned with power. The UNRISD research programme on popular participation in the late 1970s defined it as: *... the organised efforts to increase control over resources and regulative institutions in given social situations on the part of groups and movements hitherto excluded from such control [Pearse and Stiefel, 1979].*
- 2.4.2 In 1994, the World Bank defined participatory development as: *... a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them [World Bank, 1994, pi].* For DFID in its remarkable manifesto on human rights, participation is: *...enabling people to realise their rights to participate in, and access information relating to, the decision-making processes which affect their lives [DFID, 2000].*
- 2.4.3 In both the DBSA and SA Cities Network Model, participatory and community based planning participatory planning is presented as the initial step in the definition of a common agenda for development by a local community and an external entity or entities. Over the period, this initial step is expected to evolve for the parties concerned towards a self-sustaining development planning process at the local level.
- 2.4.4 Thomas and Bendapudi [2006] argue that participatory planning is part of the decentralisation process and it aims to identify the critical problems, joint priorities, elaboration and adoption of a socio-economic development strategy. The use of participatory methods and tools has become common practice in the field. The process mainly involves: appraisal, needs identification, restitution, organization, planning, implementation and evaluation. The purpose of participatory planning is to create a platform for learning rather than plunging directly into problem solving. The process is expected to enhance:
- Identification of the felt needs of the people
 - Bringing forth consensus
 - The empowerment of local disadvantaged groups
 - Integration of local knowledge systems into project design
 - Two-way learning process between the project and local people
 - Political commitment and support
 - Accountability in local governance
- 2.4.5 In the context of South Africa decentralization is realised through the three spheres of government; National, Provincial and Local government. Local government has an important role to play as it is the first contact of governmental activities that all citizens interact with. At this level the local government has a legal obligation to materials the vision and aspirations of its citizens through the Integrated Development plan [IDP]. The IDP is meant to coordinate the programmes, plans and projects of national and provincial departments that are to be implemented at local government level.
- 2.4.6 The IDP should ensure more effective use of limited resources, encourage fiscal responsibility, attract additional investment and funds, speed up delivery, strengthen democracy, erode apartheid spatial planning and promote intergovernmental relations. The IDPs are also meant to provide an open and transparent basis for communities to evaluate the performance of municipalities. This is done according to the Municipal Systems Act which states community participation is embedded in the entire IDP process.

- 2.4.7 Even before a municipality adopts a particular process, in terms of the Act, to guide the planning, drafting, adoption and review of the IDP, it must consult the community. The community must have a say on what its needs, goals and priorities are and what strategies, programmes and projects it believes can reasonably address their concerns. Municipalities can engage with communities, Ward Committee meetings, IDP Forums and various workshops of stakeholders as a form of participatory planning at local government level.
- 2.4.8 According to Kent, 1981 Community-based planning can be seen as a direct means of development, not for the product it yields, but in its process. This is further emphasised by the South African SDI Alliance, 2012 that community based planning refers to the participatory process whereby local knowledge is packaged into an action plan. Rather than waiting on government to develop plans for the community, communities lead the initiative by prioritising development interventions, settling disputes and conflicts, and eventually coming up with a comprehensive development plan. These plans have the potential of bring key stakeholders and role players around the negotiation table.
- 2.4.9 Some community plans focus on securing tenure – which involves auditing land ownership, brokering alternative solutions to evictions, and negotiating preferred future scenarios – while others upgrade their settlement leading to incrementally securing tenure. Some communities develop layout plans for water and sanitation services; others require the rearrangement of shacks to utilise their living space better and provide space for emergency services in fire and flooding prone areas. Community-initiated plans empower the citizen-resident and sets up possibilities for “co-producing” collaborative approaches to informal settlement upgrading.
- 2.4.10 Community based planning has been recommended for South African municipalities who are dedicated to enhancing participation by residents, deepening democracy, and promoting the active involvement of citizens in the development process. The community based planning methodology has been tested in South African municipalities and other African countries. It has been suggested that the Community based planning methodology provides municipalities with the means to strengthen the participatory aspects of their IDP, while giving effect to the requirements of the White Paper and the Systems Act.

Part C: Theoretical and Conceptual Framework

1. Justification and Cause

1.1 GEVDI: Towards a Communication Strategy

- 1.1.1 A communications and strategy plan as defined in its purely literal sense, is just that, a strategic plan, which seeks to establish a set of protocols in order to effectively deliver information of any kind from one structure or source, to another.
- 1.1.2 It is within this very literal definition that one can determine a single key word that succinctly embodies the entire nature of such a plan, as a short term mandate: effectively. Without an understanding of each respective source and its specific requirements, strategic implementation of such protocols cannot be applied, and certainly, a disjuncture between project design and realities on the ground will therefore exist. It has been duly recognised that this is the case between local government structures themselves and the community which they serve with regard to the aforementioned topic of effective delivery of information.
- 1.1.3 It is the responsibility of the Municipality to ensure all different role players, namely, public, private and civil sector are committed to the development of the area through co-ordination and facilitation of developmental affairs. The GEVDI plan is certainly a theoretically and structurally sound document, its manifesto has been expertly captured with regard to legal and technical diction. However it lacks the practicality necessitated within terms of broad based informative endeavours, such as interaction with the community and indeed all laypersons, whom, within every issue, present an ever varied strata of stakeholders.
- 1.1.4 An immediate concern with regard to the action of this plan is the land legal issue. The complexities of this issue have been elaborated upon with reference to no.4>4?? The community is quickly becoming impatient with the unavailability of information on this subject, in addition to this, the pertinent issues that are conveyed, are done so in a manner that do not take into consideration the fact that most people involved do not relate to specific legal and technical terminology. They are looking for an understanding on issues pertaining to their cases and understandably feel discouraged when faced with a barrage of legal or planning jargon. As such, information is often trapped within the bounds of its own description or falls through the cracks and is permanently lost in literal and figurative translation.
- 1.1.5 This is but one example of the many issues facing the need for coherent dialogue, though the principle remains the same and therefore requires a solid set of strategies encapsulated into one template, which will henceforth form a platform from which all effective communication can be implemented. This communication and strategy plan therefore recommends the re- alignment with already established lines of communication within these structures, be that in the form of posters, pamphlets, community meetings, and educational appointments. Along with this re-alignment the need for research into the needs of the community is recognised and along with the result of this research, suggestions to allow for a special purpose vehicle in order to meet these requirements.
- 1.1.6 Notwithstanding the need for re-alignment, and assignment of information in a manner where form follows function, there is an opportunity as local government and as a community as whole to drive the revolution in communication. This is to be done as suggested and later elaborated upon in this plan, by employing all means of social media and multimedia tools, not only to provide all stakeholders with prompt answers ,but

most importantly, to keep debates alive, to generate new ideas, to maintain dialogue and have it communicated in a way that is relatable to all. This allows for an excellent gauge of the mindset and perspective of the community and their specific requirements, this all possible because of the instant nature of this communication.

- 1.1.7 This provides, with reference to local government's short term goals, a solid argument for a communication plan focused on researched strategies along with new ideas to implement such a plan. As a broader mandate these concepts are but a small part of a holistically significant and inextricably intricate web of integration and developmental concepts which shall be further elaborated upon within the next section of this chapter
- 1.1.8 The multi-level and multi-stakeholder process creates special synergies beneficial far beyond the immediate stakeholders. Communication across so many disciplines and between great numbers of institutional levels requires very special communication and participation skills rarely known to professionals specialized in technical disciplines. Training researchers and other professionals, practicing and accompanying such complex communication and participation processes is the main aim Facilitating Participation through Communication Community organising is at the crux of participatory development communication. It aims to empower the community towards collective decision-making and action. A community gains empowerment through enhanced knowledge and skills to identify and prioritise its needs and problems, harness its resources to deal with the problems, and take action collectively, rather than being passive recipients of change.
- 1.1.9 Participatory development communication is the use of strategic communication for an effective community organising process. The dialogue is between the agents of change (social facilitator, service provider, health worker, outreach worker) and the community members. Drawing from Paulo Freire's work of liberation and consciousness raising, our aim involves communicating "with" the people and not "to" the people. Communication is a problem-posing dialogue between equals engaging in praxis (cycle of action and reflection), not merely information dissemination
- 1.1.10 Communication vs. Information: It is appropriate, at this point, to distinguish between communication and information. Communication is a two-way process in which data and information are sent and received between two or more parties, each with an inherent knowledge and understanding about how the data and information is to be used and of each other (sender/receiver). Information is basically data which is more or less a passive commodity with little inherent value unless it enriches one or more of its recipients, either in terms of knowledge or in some other, material way.
- 1.1.11 Communication for development is used for: people's participation and client/demand-oriented service provision for innovation, information, qualification and local organizational development remains the key driver. Ongoing decentralisation of government functions and services improve the prospects of local political decision making. These reform processes and their opportunities and consequences need to be communicated efficiently to the community. Lobbying by organized groups, as a form of communication to politicians, becomes a necessary activity to voice rural interests. On the other side, efforts to close the information gap and, in particular, the digital divide in rural areas, have been supported by the wider availability and accessibility of communication technologies and infrastructures, like internet, rural radio and mobile phones.

- 1.1.12 Communication for Development in sector and resource management is a participatory process for innovation through well co-ordinated collaboration and participation of many stakeholders from ministries to grassroots levels, from rural radio to the internet and with very strong social and institutional involvement. At the core of the programme are participatory approaches for improved communication that facilitate multi-level dialogue, conflict resolution and knowledge exchange while also building motivation, involvement and local competencies. Adoption of trained practices is very high since the practices are specially tailored to local needs and strengthen the stakeholders own capacities to reach their own objectives.
- 1.1.13 Communication happens in a complex environment. Government is at times in competition with voices that have different and opposing objectives. Government communicators communicate in a world made up of a vast array of interests and concerns. Every day concerns weigh heavily on most people's lives. There is a need to speak with a shared purpose and clarity of message, and act in a manner that appreciates our environment. We need to know who we want to reach, what they think and how best to reach them (audiences/publics and platforms). Strategising for communications translates ideas into a concrete programme of action that promotes our objectives.
- 1.1.14 Our approach to communications should be informed by an appreciation of the fact that government work is essentially a public activity. This means that we should continually challenge the paradigm that government work is a secret activity that unfortunately goes public from time to time. Instead, our approach should be focused on how to manage the flow of information in the interest of the community and municipality along with all relevant stakeholders. As we strategise for communications we are able to reflect upon, read and understand the public mood so that our communication strategy and messages are relevant for the target groups. Strategising for communication should therefore be taken seriously and these strategies should translate to concrete programmes that are supported by all including the highest office of the Municipality.
- 1.1.15 Many communication initiatives have succeeded in enhancing public awareness, but have failed in going beyond awareness, to stimulate positive changes in attitudes and practices toward creating lasting social change. Communication, to impact on sustainable behaviour change among individuals and groups on a large scale, needs to be strategic, participatory, based on evidence from research, results-oriented and well-funded.
- 1.1.16 These are key considerations for funding partners and governments as we all strive to achieve the developmental goals set for us as GEVDI Municipality and as a governing body which strives to embody South Africa's exemplary constitution, along with being an example of an ever an conscious awareness of our duty towards achieving global millennial goals. In order to secure all relevant partnerships we therefore need to shift our focus from merely understanding how to effectively communicate information, to establishing a framework which supports the allocation of funds and addresses how these funds will contribute to our holistic and integrated agenda as a developmental institution. The core argument of this assessment is that without sound communication strategies, none of these goals along with evidentiary positive outcomes of allotment of funds can be achieved.
- 1.1.17 If GEVDI is a mechanism to implement the above stated concepts then communication is its life blood, imbuing a once inanimate structure with motion, allowing for the very thing it requires to translate goals into tangible reality.

2. Theory of Communication

2.1 Overview

- 2.1.1 Strategic communication is an evidence-based, results-oriented process, undertaken in consultation with the participant groups. It is intrinsically linked to other programme elements, cognisant of the local context and favouring a multiplicity of communication approaches, to stimulate positive and measurable behaviour and social change. This working paper presents a synthesis of the latest experiences in applying various communication approaches ranging from mass communication and entertainment education, interpersonal communication, participatory development communication:

Communication Mantra

- View culture as an ally
- Build on existing local knowledge
- Use local idioms that are culturally relevant
- Identify local solutions within communities
- If possible, amplify what works locally

- 2.1.2 Communication programmes need to be responsive to peoples' wants, needs and desires. What's more, communication programmes must be geared to stimulate social change in more effective ways through careful communication research, analysis, planning, coordination, implementation, management, monitoring and evaluation. Setting goals, both mid- and long-term, is an important step to measure the success or failure of any programme. Thus, programmes should be guided by a rights-based approach on the one hand and results-based management on the other.
- 2.1.3 Communication in the new development paradigm is much more than merely writing press releases or producing radio jingles, T-Shirts, posters or pamphlets. It is a concerted strategy derived from and intrinsically linked to larger development goals.
- 2.1.4 Communication is as much science as it is an art. The science of communication is a research-driven consultative process involving planning, design and implementation of strategic interventions. It provides relevant information and adequate motivation to impact on attitudes and behaviours of individuals or groups of people. It involves monitoring the changes in peoples' attitudes and behaviours as laid down by the programme objectives.
- 2.1.5 Good communication programmes which help achieve public health goals are derived from using a mix of epidemiological and social science research. Epidemiological data, for instance, provides information on incidence, distribution and control of a disease in a population. It tells "where" the problems lie. On the other hand, social data tells the "why" of the problem, i.e. why people behave the way they do.
- 2.1.6 Social data, informed by behavioural theories (for example, the diffusion of innovations) provides a lens to understanding how recommended behaviours are adopted by different individuals within the population over a period of time. Behavioural analysis also explains how attitudinal and behavioural challenges can be overcome.
- 2.1.7 In addition to epidemiological and social data, evidence-based and scientifically planned and monitored strategic communication interventions have to be linked to service components of the programme. For instance, a communication initiative which seeks to create demand for immunisation programmes is not

helpful if vaccination services are not easily accessible. Thus, for a programme to be effective both communication and service delivery components must operate parallel to and cognisant of each other, within a conscientious synergy. The artistic side of communication involves designing creative messages and products, and identifying effective interpersonal, group and mass-media channels based on the sound knowledge of the participants we seek to reach and the psychological process of each form of media in order to achieve maximum impact.

- 2.1.8 Through a compilation of research and targeted study of various communities globally, which share similar cultural dispositions and developmental demographics, we have sought to compile a format which applies each type of communication to its greatest effect. With careful consideration of the fact that this application is of a form unto its own, we acknowledge that in order mobilise action, a format is necessary, but also that this format will meander and morph in keeping with the ever changing landscape that is information design and the ever mercurial, non-prescient nature of communities, organisations, and their needs.

2.2 Concepts and Definitions

- 2.2.1 *The section draws upon the presentations made by Dr. Erma Manoncourt, Deputy Director, UNICEF India and Mr. Guy Scandlen, former UNICEF Regional Programme Communication Advisor, UNICEF EAPRO and WCARO.*

- 2.2.2 Good communication strategies use concepts that range from psycho-social learning theories of role modelling communicated via the mass media to the use of advocacy and social mobilisation. Dialogue with and active participation of individuals are essential elements in communication for behaviour and social change. Many communication programmes have for long focused much on the metaphorical “tree” and not enough on the “forest”, i.e. the attention was on the individual as the locus for change. For behaviours to change on a large scale, however, harmful cultural values, societal norms and structural inequalities have to be taken into consideration. Good communication strategies also have to be cognizant of the policy and legislative environment and be linked to service delivery aspects, be it, for example, immunisation booths or confidential counselling services for people living with HIV

- [a] **Strategic Communication:** is an evidence-based, results-oriented process, undertaken in consultation with the participant group(s), intrinsically linked to other programme elements, cognizant of the local context and favouring a multiplicity of communication approaches, to stimulate positive and measurable behaviour and social change.
- [b] **Programme communication or behaviour change communication:** is a research-based consultative process of addressing knowledge, attitudes and practices through identifying, analysing and segmenting audiences and participants in programmes by providing them with relevant information and motivation through well- defined strategies, using an audience-appropriate mix of interpersonal, group and mass-media channels, including participatory methods.
- [c] **Advocacy:** is a continuous and adaptive process of gathering, organising and formulating information into argument, to be communicated to decision-makers through various interpersonal and media channels, with a view to influencing their decision towards raising resources or political and social leadership acceptance and commitment for a development programme, thereby preparing a society for its acceptance.

- [d] **Social mobilisation:** is a process of bringing together all feasible and practical inter- sectoral social partners and allies to determine felt-need and raise awareness of, and demand for, a particular development objective. It involves enlisting the participation of such actors, including institutions, groups, networks and communities, in identifying, raising and managing human and material resources, thereby increasing and strengthening self-reliance and sustainability of achievements.

2.2.3 Much research has been done on the subject of communication and its different forms, organisations like the United Nations have consistently been involved in programmes worldwide which have identified the necessity of understanding communication strategies and the resultant application thereof. Their work which involves the upliftment of the poor, addressing of inequality and widespread educational empowerment has motivated the many inter-linked organisations they are involved with to capture and contribute data in order to compile a sound research analysis on the theory and impact of communication. The next chapters deal with the findings from one such a publication, “Communication for Development : Strengthening the effectiveness of the United Nations”, which has sought to define and frame various forms of communication and their application in developing countries and serves as a case study to define forms of communication.

2.2.4 This publication was a joint effort of the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Children’s Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO) and was coordinated by the UNDP Oslo Governance Centre, with the primary author of this publication being Elizabeth McCall, consultant, and administrator for the United Nations Development Programme:

2.3 Understanding Communication for development (C4d)

2.3.1 Communication is vital for human development. Communication processes are central to broader empowerment practices through which people are able to arrive at their own understanding of issues, to consider and discuss ideas, to negotiate, and to engage in public debates at community and national levels. It is the role of Communication for Development in empowerment processes that helps distinguish C4D from other forms of communication. The empowerment-related role of C4D makes it a vital element in programming efforts which aim to achieve local and Millennium Development Goals .In 1997, through Article 6 of General Assembly Resolution 51/172, the United Nations adopted the following formal definition of Communication for Development:

Communication for development stresses the need to support two-way communication systems that enable dialogue and that allow communities to speak out, express their aspirations and concerns and participate in the decisions that relate to their development.

2.3.2 Since then, other definitions of C4D have been advanced that reflect increased understanding of the role of C4D in development processes. In 2006, the Rome Consensus from the World Congress on Communication for Development defined Communication for Development as:

...a social process based on dialogue using a broad range of tools and methods. It is also about seeking change at different levels, including listening, building trust, sharing knowledge and skills, building policies, debating and learning for sustained and meaningful change. It is not public relations or corporate communications.

2.4 Distinguishing Communication Forms

- 2.4.1 For many people working within development agencies, the term communication is traditionally associated with either boosting an institutional profile or facilitating information flows within an organization. There is therefore a need to highlight the distinction between C4D and corporate and internal communications. Corporate communication contributes to building organizational coherence and identity.
- 2.4.2 It is mainly concerned with communicating the mission and activities of an organization and with ensuring that the organization uses a consistent 'voice' when communicating with the public. Corporate communication also uses mass media to create awareness on development issues and in many cases, contributes to ensuring successful fund-raising for the agency. Internal communication is used to facilitate the flow of information within an organization or project. It plays an important role in ensuring that information sharing across the organization takes place in a timely and effective way.
- 2.4.3 It also helps promote synergies and to avoid duplication. Each type of communication can involve the application of one or more communication interventions such as capacity development, information dissemination, community mobilization or marketing. Each type of communication usually requires different kinds of knowledge and different skill sets.

2.5 Tracing the evolution of Communication for Development

- 2.5.1 C4D has its roots in Modernization theory – the development thinking and practice that rose to dominance in the post-Second World War era. The prevailing wisdom at the time was that traditional practices in developing countries should be replaced, or at the very least complemented and 'progress' achieved through external inputs.
- 2.5.2 The mass media were seen as having the potential to act as key agents of change by "blowing the winds of modernization into isolated traditional communities and replacing the structures of life, values and behaviours with one seen in modern Western Societies". Mass media were viewed as ideal vehicles for transferring new ideas and practices from the developed to the developing world and from urban to rural areas. There was a strong belief among policy makers that communication through mass media (in which information is transmitted in a linear, essentially top-down, fashion from one point to several others) could change people's views and attitudes. Mass media were also the source for the 'diffusion' of ideas and innovative practices through influential channels to different audiences at local level.
- 2.5.3 By the 1970s, voices of dissent were increasingly raised against the human problems associated with the modernization model. In Latin America, this dissent sparked the genesis of the Dependency theory, which conceptualized the world as an industrialized core, represented by relatively few rich countries, and an underdeveloped periphery comprising many poor countries. Under this theory, the colonialist and capitalist 'core' was perceived as developing at the cost of former colonies, whose main role was to supply raw materials and cheap labour to richer countries, making it impossible for the latter to 'catch up'.
- 2.5.4 By the 1970s, the theory had taken hold in many countries in Africa, Asia and Latin America. While proponents of Dependency theory lobbied for a more balanced flow of information at the international level, there is scant indication that they lobbied for more horizontal forms of communication within countries. Rather, States tended to perpetuate the top-down use of mass media and did not adequately appreciate the potential of private or community media. By the late 1970s, it was abundantly clear that

members of the public were not passive recipients of information, and that media alone could not change people's mindsets and behaviours.

- 2.5.5 At this time, the 'Another Development' perspective began to influence communication thinking and practice. Its proponents argued that, as it was within communities that the reality of development was experienced, community participation in the design and implementation of development programmes was essential. Alternative communication systems and media practices were therefore regarded as an important means for local people to engage in development activities, and Communication for Development came to be understood as a two-way process in which communities could participate as key agents in their own development.
- 2.5.6 By the late 1980s the notion of participatory development, particularly participatory rural appraisal, in which poor communities are directly engaged in defining their own problems and solutions, had gained considerable traction within many development organizations, especially non-governmental organizations (NGOs). Since then, increased priority has been given to horizontal, multi-directional communication methods that utilize a mix of channels and emphasize the importance of dialogue in facilitating trust and mutual understanding, amplify the voice of poor people and enable them to identify ways of overcoming problems in order to improve their own well-being.
- 2.5.7 In the first decade of the 21st century, the discussion continues. Some development actors believe that Communication for Development should facilitate shifts in power relations and contribute to positive social transformation led by those most affected by development policies. Others argue that people living in poverty cannot necessarily determine the outcome of policy processes, but can only inform decisions that are the province of policy makers advised by technocrats. This latter perspective, which leaves insufficient room for broader engagement in policy advocacy, remains a concern. A consensus perspective argues in favour of a holistic, 'diagonal' approach that harnesses vertical as well as horizontal communication to inform decision-making at national and local levels."

2.6 Communication for Development Approaches [United Nations]:

2.6.1 United Nations organizations currently identify four main 'strands' within the C4D landscape:

- (i) behaviour change communication;
- (ii) communication for social change;
- (iii) advocacy communication; and
- (iv) strengthening an enabling media and communication environment.
- (v) They also recognize that there is a significant crossover among these approaches.

2.6.2 Communication for Behaviour Development:

- [a] A sound behaviour development communication strategy (or programme communication) should be linked with the overall programme framework. It is aimed at changing knowledge, attitudes and practices of participant groups and stimulating and facilitating wider social change at the local and national level. BCC involves the use of qualitative and quantitative research data, disseminating information and measuring change in peoples' attitudes and behaviours. Information need not be limited to factual knowledge. It covers behaviour modelling, self-efficacy and empowerment of the people. Past programmes have demonstrated that behaviour development strategies are more

successful when they are tied to social mobilisation and advocacy strategies. Furthermore, such strategies are incomplete unless its impact is assessed vis-à-vis the programme objectives.

- [b] This section illustrates two markedly distinct yet contemporary communication strategies that capture the essence of the new development paradigm – an integration of inter-sectoral partnership with strong community involvement. First is the entertainment education (EE) strategy; a multi-layered, innovative and creative approach to social and behavioural change. Second is the role of communication in facilitating participatory development, a process grounded on the principles of peoples’ right to participate in programmes.
- [c] Behaviour Change Communication (BCC) is an *“interactive process for developing messages and approaches using a mix of communication channels in order to encourage and sustain positive and appropriate behaviours”*. This is probably the best-known approach, as it has been used widely in development programmes since the 1950s. BCC envisages social change and individual change as two sides of the same coin. It has evolved from information, education and communication (IEC) programmes to promote more tailored messages, greater dialogue and increased ownership together with a focus on aiming for, and achieving health-enhancing results. BCC is regarded as an essential element of many health-related programmes, particularly HIV/AIDS programmes. Since the 1990s, increasingly comprehensive communication strategies have been used to effect behaviour change including
 - community mobilization
 - client-centred counselling
 - social network interventions

Recognizing that individual behaviour is shaped by:

- social,
- cultural,
- economic, and
- political contexts

These strategies may incorporate:

- peer education
- social marketing
- entertainment education
- public policy and
- media advocacy
- personal and community empowerment
- Public relations.

- [d] This evolution has led to some organizations adopting the more encompassing term of Strategic Communication (SC). Some commentators point out that a central aspect of the relationship between communication and behaviour is ‘ideation’ – the spread of new ways of thinking through communication and social interaction in local, culturally-defined communities.

2.6.3 Communication for Social Change (CFSC)

- [a] Social change is most commonly understood as a process of transformation in the way society is organised, within institutions and in the distribution of power within various social and political institutions. Communication for social change is a process of public and private dialogue through which people define who they are, what they want and how they can get it. Communication for social change is a process of public and private dialogue through which people define who they are, what they want and how they can get it.
- [b] Communication for Social Change (CFSC) emphasizes the notion of dialogue as central to development and the need to facilitate people's participation and empowerment. CFSC uses participatory approaches. It stresses the importance of horizontal communication, the role of people as agents of change, and the need for negotiating skills and partnerships. CFSC focuses on dialogue processes through which people can overcome obstacles and identify ways to help them achieve the goals they set for themselves. Through these processes of public and private dialogue, all members of civil society – women, men and children – define who they are, what they want and need and what has to be changed for them to have a better life.
- [c] A CFSC approach focuses on moving towards collective community action and long-term social change and away from individual behaviours. CFSC is guided by principles of tolerance, self-determination, equity, social justice and active participation. Elements of the CFSC process include catalyst, community problem recognition, community dialogue, planning and collective action. An internal or external catalyst results in the identification of the problem and community dialogue. Ideally, this leads to collective action that can result in individual or social change, or both – and both are needed if there is to be long-term sustained societal impact.
- [d] Thinking on CFSC continues to evolve, and in some United Nations organizations there is recognition that successful programme initiatives can merge community dialogue processes with mass media approaches and other forms of informational and motivational communication and advocacy. Since health and development behaviour is socially embedded, inclusive C4D strategies use a range of approaches to catalyse both individual and social change.

2.6.4 Communication for advocacy (C4A)

- [a] Advocacy communication involves organized actions aimed at influencing the
 - political climate
 - policy and programme decisions
 - public perceptions of social norms
 - funding decisions
 - community support
 - empowerment regarding specific issues.
- [b] It is a means of seeking change in governance, power relations, social relations, attitudes and even institutional functioning. Through ongoing advocacy processes, which should be built into an overall C4D strategy, policy makers and political and social leaders at all levels are influenced to create and sustain enabling policy and legislative environments and to allocate resources equitably. For an effective advocacy campaign, evidence should be used in support of making arguments. For instance,

advocacy that uses health economics data looks beyond the impacts of health conditions alone (burden of disease data) to the impacts on educational development, economic output, national development and even human rights. Through multiple regression analysis – among other tools – it is possible to identify causal links between a problem and its social impact.

[c] The data on economic and social impact due to a disease could be used to develop a basic document such as a comprehensive situational analysis report that addresses the above mentioned questions related to the issue. From this report, depending on the audience for the advocacy strategy (community members, local leaders, regional leaders, and national policy makers) the information that directly relates to the situation should be used. Also, the document is useful to produce informational material such as pamphlets, press releases, TV or radio spots or even documentaries

[d] An Advocacy Strategy Addresses:

- **How much a particular vulnerable population knows about the issue(s) related to a problem** such as vaccine-preventable diseases or HIV infection?
- **What do the participants know about the ramifications associated with the problem to:**
 - health ?
 - social welfare ?
 - human resources ?
 - economic and local and national development ?
- **How does each of the above ramifications impact directly on each participant of the vulnerable population?** In general, advocacy can be differentiated based on audiences and approaches into:
 - **Policy advocacy:** Uses data and approaches to advocate to senior politicians and administrators about the impact of the issue at the national level, and the need for action. For example, the Safety Injection Global Network (SIGNS) advocacy campaign began with a survey of 198 decision makers in 33 countries on their perceptions of the status of safe injections in their countries. Based on the data, it was possible to frame arguments which addressed their knowledge of the situation and their concerns. The results fed into the framing of future advocacy strategies.
 - **Programme advocacy:** Used at the local, community level to convince opinion leaders about the need for local action. For instance, in the case of mobilising religious leaders in communities for immunisation, or in the case of religious leaders interpreting faith-based texts in the light of children and women's rights.

Translating Advocacy into Action: Case study

- From August 2003, the China National Committee for the Care of Children (CNCCC) was engaged in advocacy with officials at ministerial, provincial and central government levels. This increased awareness within the government, raised the profile of the OVC forum held in Beijing in November 2003 and contributed towards the widely-publicised national Four Free-One Care special policy framework for children orphaned by AIDS. UNICEF provided funding and support to develop messages and to facilitate children's participation in the forum, while CNCCC provided organisational support.

- Personal testimonials from children during the OVC forum contributed significantly to increase awareness of the children's problems and the importance of putting interventions in place. The testimonies demonstrated the children's psychological and educational challenges due to stigma and lack of social support, and insufficient awareness within the government. Using lessons learned from Southern and Eastern Africa, UNICEF sought to be pro-active and persistently advocated to act and respond to the emerging situation of children orphaned by AIDS in China.
- Four Free-One Care Policy The policy includes free testing, free treatment for rural and poor urban individuals, free PMTCT service in 127 China Care Project counties, care and income generation support for poor families, who are affected or infected. At the end of the OVC forum, many officials expressed their earnest concern for children orphaned by AIDS and their willingness to take action. The coverage of OVC issues in mass media increased significantly during and following the forum. Within a week of the forum, the Ministry of Civil Affairs (MCA) contacted UNICEF, through CNCCC, requesting assistance for the development of a national policy for OVC.

2.6.5 **Strengthening an enabling media and communication environment (SEMCE)**

- [a] This approach emphasizes that strengthening communication capacities, including professional and institutional infrastructure, is necessary to enable:
- a free, independent and pluralist media that serves the public interest
 - broad public access to a variety of communication media and channels, including community media
 - a non-discriminating regulatory environment for the broadcasting sector
 - media accountability systems
 - freedom of expression in which all groups are able to voice opinion and participate in development debates and decision-making processes.

2.6.6 **Interpersonal and Participatory Development (IPC)**

- [a] Interpersonal communication (IPC) refers to face-to-face communication. IPC can either be one-on-one or in a small group (e.g. a health worker who dialogues face-to-face with a group of village women). Diffusion theory informs us that many people tend to rely on mass media to learn about new ideas but they use interpersonal networks to move from knowledge to trial and continued practice of a new behaviour. The objectives of IPC are to share information, respond to questions and doubts, convince or motivate the listener to adopt certain behavioural practices (such as condom use) or use certain health services (such as immunisation). IPC involves listening skills, the ability to empathise and be supportive.

2.6.7 **Participatory Development Communication (PDC)**

- [a] As a community-based approach, PDC uses communication to essentially build relationships with the community and thereby facilitates collective action. PDC thus relies on effective facilitation by a development worker with good communication skills. Effective behaviour and social change processes depend significantly on attitudes and IPC skills of the facilitators. It uses appropriate communication tools and media to extend the dialogue to more participants than interpersonal communication alone is able to reach and to enhance how people understand and receive messages exchanged. It is now considered as the strategy which is at the cutting edge of effective developmental communication.

- [b] The outcome of research conducted on large scale communication programmes clearly established that this kind of strategy had far less of an impact than anticipated. This finding has lead researchers to believe that PDC, with its holistic use of media along with a facilitator who has a sound understanding of the community, is one of the most viable strategies available. Community organising is at the crux of participatory development communication. It aims to empower the community towards collective decision-making and empowerment through enhancing knowledge and skills to identify and prioritise its needs and problems, harness its resources to deal with problems, and rather than just being passive recipients of change, to pre-empt and collectively take action.
- [c] Challenges include maintaining participation as a practice right through as well as that the community may not necessarily be receptive to the objectives and mandate of a specific project or programme for example, HIV prevention or immunisation. However, this is both a challenge and the *raison d'être* for participatory processes. Caste, class and other social variables within a heterogeneous community may pose difficulties in ensuring equity of participation from all segments of the community. It is also critical that the community perceives the benefits and is intrinsically committed to the goal of the programme even when there are no incentives. Lastly, the overall process requires raising people's consciousness through IPC and relationship building, this takes time and a considerable amount of resources.

2.6.8 Participatory Communication Methods for Community: Examples of participatory communication methods and media include the following:

- [a] Community-managed Media:
 - Use of community audio tower (CATS) for a public address system, low-powered radio broadcasts, cable television, puppetry, audio visual media used in group meetings, community theatre, and information technology kiosks.
- [b] Interactive Theatre:
 - Use of three forms of Augusto Boal's theatre of the oppressed including image theatre, invisible theatre, and forum theatre. These forms involve varying degrees of people's participation, blurring of lines between actors and audiences, and consciousness-raising of the community. This method calls for skill and training in facilitation for effectiveness
- [c] Peer Educators and Leaders:
 - Working with already established peer educators who represent the community, and supporting and co-operating with professional and traditional leaders to gain support from the community.
- [d] Inter-sectoral Cooperation:
 - Linking local organisations, including the private sector and social marketing organisations; networking with existing programmes to reinforce and integrate messages in capturing participants' interest in the community organising process
- [e] Culturally-appropriate Communication:
 - Practices The concept of positive deviance ¹⁵, refined and implemented by Jerry Sternin, Tufts University, School of Nutrition Science and Policy, Boston, USA demonstrates how positive behaviour by a few individuals in the community [positive deviants] who do things differently than others in the community can eventually lead to far-reaching changes within the community. The

positive deviance inquiry capitalises on existing local knowledge and builds on it to tackle health and development problems. Positive deviance principles have been implemented in Africa to reduce incidence of the traditional practice of female genital mutilation.

- Similarly, within the context of HIV prevention among young people, youth who practice abstinence or monogamy despite peer pressure, are used as positive deviants to influence their community of peers. A small number of children in certain economically poor communities in Vietnam were well-nourished and healthy as compared to most other children who were malnourished in the same communities. On further probing, it was found that mothers of the healthier children put small shrimps and crabs, easily available in rice fields, as nutritional supplements.
- These mothers represented positive deviants because they were a minority in terms of their feeding practice, yet their deviant behaviour had a positive impact on children's health. Thus an existing health-enhancing feeding practice of a minority group was promoted to the rest of the community. As the positive deviant behaviour is practiced by families that share a similar cultural background with others in the community, it makes the adoption of these behaviours relatively easier.

[f] The Multi-Pronged Communication Strategy:

- The nation-wide campaign focussed on raising awareness of vitamin A deficiency and informing people about the supplementation dates. Interpersonal communication (IPC) was the primary source of information, although television and radio spots, posters and pamphlets, were also employed.
- At the district level, the programme works closely with district offices, NGOs and other partners to support the local promotional activities. Local leaders such as ward members and the District and Village Development Committee members are also mobilised to support the programme. At the village level, the FCHVs take the lead in message dissemination using IPC. Other efforts include interactive miking, magic shows, parades and rallies, theatre and town criers. Innovative activities that showcase vitamin A rich food includes a woman carrying a huge pumpkin on her head or a man wearing a shirt with pumpkin and papaya on it. This generates interest and receptiveness to the information provided by the FCHV.
- The Impact: Vitamin A deficiency is no longer a public health problem in Nepal. Today, 95 percent of the 3.3 million targeted children are reached in every round (refer Figure 7). The prevalence of Bitot's Spots among pre-school children has reduced from 2.9 in 1993 to 0.3 in 1998, which is below the WHO accepted standards (< 0.5). Over the years, the caregivers' opinion about the usefulness of vitamin A changed from being "good for the eyes" to "something that prevents disease"

Lessons learnt

- Involvement of the community in health promotion activities, particularly the community peer facilitator role played by the FCHVs.
- Prioritisation of IPC and community mobilisation over mass media because of the situational context - low reach of mass media and low levels of literacy
- Recognition, respect and reward system for FCHVs

- The convergent and complimentary efforts of the service providers at district, village and community levels.
- The use of existing community networks, such as mothers groups, schools and other local groups to facilitate the diffusion of the messages.
- The engagement of diverse change agents and opinion leaders led to a wider diffusion of the message

[g] What is Entertainment-Education?

- Entertainment-education (EE) is a research-based communication process or strategy of deliberately designing and implementing a programme to entertain even while it educates in order to increase audience members' knowledge about a social issue, create favourable attitudes, shift social norms, and change overt behaviour
- Drawing from the success of the private sector's use of a combination of market research, advertising, public advocacy, direct marketing, personal selling, and community mobilisation, the World Health Organisation (WHO) began using an approach known as Communication-for-Behavioural- Impact (COMBI).

[h] COMBI:

- is a process that strategically blends a variety of societal and personal influences and communication interventions to encourage individuals and families to adopt and maintain recommended healthy behaviours. COMBI begins with the people and their health needs and focuses on the specific behavioural results expected in relation to these needs, wants, and desires.

3. Consolidation of Lessons

3.1 Lessons Learnt

<p>The Communication Strategy and Liaison Plan draws on a number of lessons captured in a research report on Depth and Quality of Public Participation in the Integrated Development Planning process [by Hein Marais, David Everatt & Nobayethi Dube, 2007], which are recorded hereunder and in this regard, the research report offers the following recommendations:</p> <ul style="list-style-type: none"> • A set of basic logistical repairs that will quickly improve the extent of participation • Some stickier matters of substance relating to powers, functions and accountability to improve the quality of participation 	
Room for Improvement (1): Some obvious remedies	
Poor publicizing of meetings and issues	<ul style="list-style-type: none"> • Use info vans and loudhailers to publicise meetings. • Arrange talk shows, call-in shows and interviews on local radio stations (including community radio). Do not pitch IDP as the subject – it does not resonate enough yet with the public. Talk about the IDP process rather in terms of key priorities you know the public are concerned about. • Publish notices, briefing articles and report-back summaries in the news letter's of local religious organisations, local 'knock & drops'. Post them on local notice boards.
People don't understand the process	<ul style="list-style-type: none"> • In areas where CSOs exist, they should be drawn on more systematically. Beyond that, other improvements are called for. For example, easy-to-digest material outlining the IDP and setting the stage for upcoming participatory activities are seldom available. • IDP meetings and events should be preceded by awareness- and understanding-building activities, including information stalls and circulating easy-to-read pamphlets outlining the process, its importance and relevance to residents. • Municipalities and provincial government should invest more resources in a combination of quality IDP outreach activities and accessible information in appropriate languages and idioms. • Produce reader-friendly IDP pamphlets. • Distribute pamphlets by striking a deal with the Post Office (a vital national resource that is systematically under-utilised by government) so the pamphlets are delivered with the mail, dropped into post boxes, available at counters, and so on. Use volunteers to deliver them door-to-door (and answer questions). • Circulate them at local state facilities (library, council offices, on pension and grant pay-out days at pay-out sites), stores and CBOs. • Set up information stalls on Saturdays and Sundays at popular congregation points (commercial, religious etc.). Councillors and/or ward committee members should staff the stalls. • Use community volunteers to publicise and build awareness of the IDP.
IDP documents are inaccessible, "too high-flowing"	<ul style="list-style-type: none"> • Simpler versions or summaries of documents should be produced and disseminated.

Language can be a barrier.	<ul style="list-style-type: none"> • Use appropriate languages for the pamphlets and publicity. In Yeoville, for instance, material would need to be in English, Zulu, Sotho and French. In Ekangala, it would need to be in Sotho, Zulu and possibly also Tsonga and Ndebele (currently it is only in English).
Inconvenient meeting times	<ul style="list-style-type: none"> • Find the time that best suits specific local communities are arrange meetings accordingly (e.g. urban vs rural areas, travelling distance and time, safety at night and so on all need to be accounted for).
Travelling to meeting venues is difficult and costly.	<ul style="list-style-type: none"> • Staging more than one meeting (on different days of the week, and at different times) for each IDP phase is an option. Currently, each phase tend to be marked by a single meeting or event. Miss it, and you've missed your chance to 'participate'. • In geographically dispersed wards, bus participants to meetings. • Provide refreshments, food and facilities.
Meetings are poorly run and facilitated	<ul style="list-style-type: none"> • Meetings should be run by persons with facilitation skills/ training. • The briefings and report-backs by officials should not be entirely verbal. Visual presentations (whether on newsprint or with slide presentations) can be used. • At the least, short handouts in an appropriate variety of languages should be available at the door.
Report-backs are inadequate	<ul style="list-style-type: none"> • Report-backs should be regular and well-informed. They should also not be limited to public meetings, important as those are. Radio call-in shows, interviews with reporters from local newspapers, pamphlets and posters are other useful media for communicating with residents. • Controversies should be dealt with in earnest, and not in the haughty, dismissive manner that appears to be the habit of some councillors. • Cell-phone communication should be explored. Given the massive penetration of cell-phones even among the poorest citizens, it offers possibilities for informing masses of people about the when and where of IDP meetings in their areas. • All forms of participation, including those that fall outside formal processes of participation, should be monitored and analysed by the local sphere, to provide a more nuanced picture of levels (and forms) of public participation in development and the IDP.
Room for improvement (2): Dealing with stickier problems	
"People do not trust government"	<ul style="list-style-type: none"> • Many interviewees, who have experienced low participation rates, attribute it to 'deeper' problems that seem resistant to logistical improvements and innovations. Some feel that communities don't 'see the importance of participation any more', others worry that bonds of trust between residents and the state are frayed, while a good few are concerned about the prevalence of disharmony and distrust between actors and structures that are meant to be collaborating closely. • A survey, using community volunteers, soliciting residents' opinions and ideas about local issues and priorities, council's performance etc. and probing understandings of processes like the IDP is an option that can double as a form of public education. • Communication between the local state and communities must be improved, especially around service delivery matters. It's often a matter of establishing or properly servicing channels of communication (especially with external basic service providers), and using more effective media to communicate with the public.

<p>Perceptions of incompetence or indifference</p>	<ul style="list-style-type: none"> • Councillors and municipal officialdom (as well as ward committee members) attract a good deal of criticism, and their commitment to serve the public is called into question. Desk-bound officials who don't "get out into the community" and "don't understanding the problems" come in for special criticism. • Municipalities (perhaps also provincial government) could assist in arranging outreach visits in neighbouring wards for councillors – especially wards with demographic and sociological profiles different to their own. The advantages? Boosting understandings, widening perspectives, identifying previously hidden common interests and mutual solutions.
<p>Low participation among privileged' residents</p>	<ul style="list-style-type: none"> • White people widely criticised for not attending IDP meetings, yet many choose instead to air their concerns, complaints or suggestions via telephone conversations directly with councillors. Exclusive and rarefied as this is, it's still public participation. But it is participation on the back of privilege (having a telephone, having the councillor's phone numbers, having the councillor take your call) – and such inequality is at odds with the ethos that underlies the push towards stronger public participation at local level.
<p>The 'pay-off' or outcome of participation is not clear.</p>	<ul style="list-style-type: none"> • People need to see tangible evidence of the value of their participation. Attending meetings carries opportunity and other costs for many people; the value of those investments and efforts needs to be made clear. • At the very least, this requires regular, detailed report-backs that speak to the issues and concerns raised at earlier meetings.
<p>Participation is haphazard and sometimes ill-informed</p>	<ul style="list-style-type: none"> • A cognitive hitch is at play. The IDP is not an operational plan, but a strategic plan. Yet service delivery issues predominate among the inputs from the public, whose needs, after all, tend to be local and 'operational'. • Ward plans emanating from Community Based Planning might be an opportunity to develop more systematic public participation in IDPs, in conjunction with ward-based planning. Thematic teams or subcommittees would be set up, each identifying key priorities and then drafting IDP inputs accordingly.
<p>Councillors need capacity-building</p>	<ul style="list-style-type: none"> • Sometimes the quality and commitment of individual councillors is questionable. • It is incumbent on political parties to deploy suitable persons to council posts. • The possibility of shifting to directly elected councillors deserves stronger consideration – and should begin by opening space for debate. • Councillors' powers should not be overestimated, either – so much so that some councillors seem to find it difficult to pursue their concerns and views (and those of their constituencies) effectively in ultimately decisive forums such as municipal councils, party caucuses and the like. • The real power lies at the Metro, municipal and provincial levels; officials there can drive councillors 'into submission', in the words of one Johannesburg Metro official. • Training that can build basic capacities is needed. Top of the list should be meeting facilitation, and methods for quickly identifying, contacting and eliciting the desired information from within municipal and provincial state bureaucracies. • Integration and co-ordination across departments and spheres – a key government goal anyway – must be fast-tracked. And with it must come an inversion of the current hierarchy: the ward should be at the apex of the power pyramid, not squashed at its base, as is currently the situation.

Whom do Councilors serve?	<ul style="list-style-type: none"> • Councilors are adamant that they are accountable to the residents in their ward – their constituency. The sentiment is admirable, but it can also undermine strong public participation. It is neither democratic nor sensible to simply by-pass or ignore the experience, expertise and often authentic representation that distinguish many civil society organizations. • Organised civil society is one of the main missing elements and catalysts for stronger public participation. • Initiate frank debate about the efficacy of proportional representation councillors.
Ward Committee complications	<ul style="list-style-type: none"> • Other studies have indicated that ward committees' status often is ill-defined, that they operate in clumsy and unpredictable manner, and are prone to becoming embroiled in conflicts and standoffs with councillors. Confrontations with councillors are said to be commonplace, with allegations of corruption or misconduct sometimes used to stoke community protests. Overall, their effectiveness seems to vary not only between but also within municipalities.
Countervailing platforms have been created	<ul style="list-style-type: none"> • Countervailing platforms of power have been created – councillors on one hand, ward committees on the other – each elected in a different manner (which then also affects perceptions of loyalty, legitimacy and accountability). They might be meant to work smoothly together toward the same objectives, but the reality is turning out to be messier. The automatic functionality of ward committees as neutral conveyors of public interests and 'voices' is highly questionable. Added to this are perceptions of divided loyalties among some ward committee members. Our research encountered allegations that ward committees are sometimes 'captured' and used to advance the material and/or political ambitions of specific individuals or interest groups. In one of the wards studied, ward committee members were accused of promoting or undermining proposals and projects on the basis of whether they and their social networks stood to gain from them. • Establish firmer and more exacting guidelines for the election of ward committee members. (Currently, the procedures and guidelines are left to municipalities to decide.) At the very least, quorums must be stipulated. • More representative and transparent election procedures might build greater public trust in ward committees. But the basic challenge of dual power needs to be better understood, and appropriate solutions developed.
Participation without power?	<ul style="list-style-type: none"> • The most successful experiments in participatory development and governance have devolved significant financial and political powers to local level (Kerala and Porto Alegre, for example). In South Africa, though, the decisive powers in relation to local development remain concentrated higher up in the chain of government, to large extent impenetrably so. The right to participate in processes is, to a certain degree, being devolved to ward level, but the power to genuinely shape the content of those processes, and to contest and oversee their outcomes is held elsewhere. • Even within the current framework, there is room to experiment, especially in relatively compact wards. Wards currently access grants that should be used experimentally to try and deepen public participation.
Stronger collaboration and support is needed between various actors	<ul style="list-style-type: none"> • An institutional re-arrangement is required; which in turn must flow from ongoing dialogue, monitoring and evaluation, and learning by doing. Currently, there are multiple points at which participation can be short-circuited, by any of a range of actors who have the power or influence – or access to the system – to do so. The range of players and institutions at local level need to be better stream-lined around core functions and outcomes. And community participation needs to be insulated from manipulation by any agency that begins to act as 'the' voice of that community.

Part D: COMMUNICATION: RULES OF ENGAGEMENT

1. Approaches and Application

1.1 Principles and Concepts

- 1.1.1 As Meyer and Theron [2000] indicate, current approaches to public participation tend to be ad hoc, incremental, unstructured, unbalanced and uncoordinated and some even smack of window dressing. Public participation has become a buzzword, adding to a growing family of development jargon. As with similar jargon, the indiscriminate use of the term “public participation” to describe strategies that have little to do with authentic participation by the poor, has created misunderstanding and blown-up expectations amongst the public, the so-called beneficiaries or stakeholders in development planning.
- 1.1.2 Public participation is an elusive concept which acts as an umbrella term for a new style of development planning intervention. It is impossible to suggest a development strategy or intervention which is not in some way “participatory”, but this does not mean that development strategists, policy-makers or the public agree on what public participation is and how it should be implemented (World Bank 1996a: IAP2 2000: Johnson 2003).
- 1.1.3 At the international level, the so-called “core values for the practice of public participation”, formulated by the International Association for Public Participation (IAP2 2002), are confined by global declarations and policy statements. These core values read as follows:
- The public should have a say in decisions about action that affect their lives;
 - Public participation includes the promise that the public’s contribution will influence the decision;
 - The public participation process communicates the interest and meets the process needs of all participants;
 - The public participation process seeks out and facilitates the involvement of those potentially affected;
 - The public participation process involves participants in defining how they participate;
 - The public participation process communicates to participants how their input affected the decision and,
 - The public participation process provides participants with the information they need to participate in a meaningful way.
- 1.1.4 Democracy entails a high level of public participation in the political process through a wide variety of institutional channels and mechanisms. The mechanism and elements of effective Community participation are recorded as follows:
- Identification of Appropriate Stakeholders-The involvement of the appropriate stakeholders early on in the project process can save time and contribute to well plan programs.
 - Needs Identification and Goal Determination-Through participation of community members, they assist officials identify (1) their needs (2) strategies to meet those needs (3) the necessary resources required to implement the various strategies
 - Information Dissemination- This is a factual one-way flow of information to the public. These include project costs, beneficiaries and risk factors.
 - Consultation- Involves sharing the objectives of the projects and listening to the views of the public. This process includes educating, information sharing and negotiations.

- Genuine Interests-Participation depends on peoples legitimate interests in the project or development activities.
- Public Involvement in decision Making- projects should encourage maximum number of participants; this contributes to creating consensus, ownership and support of the project. The involvement of variety of community members creates beginnings of the decision making process.
- Accountability- All parties should know their roles and where decision have been made they should give an account to the community members
- Repeated Interaction- A continual dialogue is needed throughout the process of the project to serve to reassure the community of their importance and contribution in the project.
- Ownership and Control- Participation plays a critical role in the community managing their own resources.
- Sharing benefits-Allowing the poor to share in the benefits whether through goods or services.
- Partnerships-having a partnership rather than a worker-client relationship allows all stakeholders to work together in mutual understanding and respect of each one's role.
- Environmental Legislation- Availability of legislation that protects human rights and the environment to support public participation in development projects.

1.1.5 Public participation should be seen as an ongoing process rather than an event. It is a process that neither happens naturally nor over night, it requires strategic and pragmatic interventions and efforts. The factors as furnished below could help strengthen and facilitate public participation:

- Consultation should be implemented in a step by step way where responsibilities of all participatory structures are clearly outlined. Citizen participation should not be reduced to participation only by elite. Organized civil society, in the form of predominantly non-governmental organizations (NGOs), business, interest groups and ordinary citizens (especially the poor) are critical agents of the participatory process.
- Promotion of innovative ways of popular participation as opposed to the dominance of Ward Committees over the participatory space.
- Recognition of the contribution of different sectors and interest groups as opposed to the politicization of the participatory space
- Ensure improved information dissemination.
- Link Ward committees with community structures
- Capacity building of municipalities. It is important that municipalities are capacitated about the importance of participation
- Budget allocation for community consultation.

1.1.6 The government needs to empower people so that they can feel confident and that they have the capacity to confront their problems and finds the way towards solutions (Kambuya Kabemba: 2004). Participatory planning is underpinned by the following legislative requirements governing the systems and functions of local government:

- Chapter 2 of the Constitution [1996]: Sections 151(1)(e), 152,195(e) pronounce on participatory requirements,
- Municipal Structures Act 117 of 1998:Section 72 states that the objective of ward committee is to enhance participatory democracy in local government

- Municipal Systems Act sections [2000]: Section 26 states that each municipality at the beginning of its term of office must develop a five year IDP and review this plan annually in terms of Section 34 performance and changing circumstances.

1.1.7 The IDP attempts to address persistent apartheid-style patterns of spatial planning and resource allocation. The CBP model attempts to provide a practical means of deepening community participation in IDP processes and its main outcome is a ward action plan that provides inputs to the municipal IDP that are intended to be based on community priorities, and are realistic and realizable in the context of the municipalities' available resources and capacity.

1.2 Typologies of Public Participation

1.2.1 Types of participation are often characterized as ladders. The first ladder was probably that of Sherry Arnstein (1969), with eight rungs. Since then there have been many others. Some have highly autonomous participation at the top, and some have it at the bottom. The ladder can be drawn with steps up and people climbing (e.g. Samaranayake, 2001, p52), or it can be simply a list with explanations. One put forward by Bhatnagar and Williams (1992, pp178-179) for the World Bank to apply to its operations stresses participation by disadvantaged people. It has four levels or degrees:

Information-sharing	People are informed in order to facilitate collective individual action.
Consultation	People are consulted and interact with an agency, which can then take account of their feedback.
Decision- making	People have a decision-making role, which may be theirs exclusively, or joint with others, on specific issues of a policy or project.
Initiating action	People are proactive and able to take the initiative.

1.2.2 As per Fretty et al. [1995], seven typologies demonstrate the different conceptions with regards to public participation, recorded as follows:

Passive participation	This relates to participation which is a top down approach/announcement by the authority or project manager. People are consulted of what will happen or what has happened.
Participation in information giving	People participate through interviews answering questionnaires or similar public participation strategies. The public does have the opportunity to influence the proceedings as the finding of the research are neither shared nor evaluated for accuracy.
Participation by consulting	People 'participate' by being consulted as professionals, consulted and planners listen to their views. The professionals define both problems and the solutions and define these in light of the people's responses. The public views are not considered and have no share in decision making.
Participation for material incentives	People participate by providing resources such as laboring return for food and cash. This typology is typical in rural environments where for example farmers provide the fields but are not involved in the experiment or learning process.
Functional Participation	People participate in a group context to meet predetermined objectives related to the project, which may involve the development or promotion of externally initiated social organizations.

Interactive Participation	People participate in joint analysis, the development of action plan and capacity building, participation is seen as the right, not to just as means to achieve project goals.
Self-mobilization	People 'participate' by taking initiatives independent of external institutions to change systems. This bottom up approach allows for people to develop contacts with external institutions for resources and the technical advice they need while they retain control of the utilization of resources.

1.2.3 The continuum covers four “modes” which overlap with Pretty et al.’s [1995] seven typologies.

Anti-participatory mode	Public participation is considered a voluntary contribution by the public to a programme or project which will lead to development, but the public is not expected to take part in the shaping the programme or the project content and outcomes.
Manipulation mode	Public participation includes involvement in decision making process, in implementing programme and projects, sharing the benefits and the involvements in the efforts to evaluate such programme/projects.
Incremental mode	Public participation is concerned with organized efforts to increase control over resources and regulative institutions in given social situations for groups or movements excluded from such control.
Authentic Public Participation	Public participation is an active process by which the public <i>influence</i> the direction and execution of a programme or project with the view to <i>enhancing</i> their well being in terms of income, personal growth, self-reliance or other values which they cherish.

1.2.4 Some ladders have clear dimensions along which the categories are spread out. Arnstein’s original ladder shows different ways in which an organisation can involve participants. Others mix several polarizations or characteristics, as with roles and relationships, outsiders’ and local people’s actions, and ownership.

Citizen Control	Collective Action	Self-mobilization
Delegated Power	Co-Learning	Interactive Participation
Partnership	Cooperation	Functional Participation
Consultation	Consultation	Participation for material incentives
Informing	Compliance	Participation by consultation
Therapy		Passive participation
Manipulation		Token participation or manipulation
Source: Arnstein (1969, p 217)	Source: adapted from Kanji and Greenwood (2001, p5)	Source: adapted or manipulated

1.2.5 Ladders can be devised to fit the particular context and needs. There is no one right or final ladder. Participatory definition is a good practice. Individual or groups can be invited to invent their own. Ladders must unpack participation and show that the same word can be used for is about power. This can reduce pretence and hypocrisy and improve practice. The danger is, though, that it will be considered sufficient to use a ladder and make practices more rather than less participatory. This misses two points. So, citizen control mean manipulation; collective action can mean compliance; and empowerment can mean license to gender discrimination and petty tyranny. Participation can concentrate power benefits in the hands of men and of local elites. Ladders of participation are not enough. They need to be qualified by ladders of equity. And these may require authoritative, on-participatory intervention to ensure that those who are poor and weak again do not lose

1.3 Public Participation Strategies

- 1.3.1 The strategies which the DEAT (2002:24) suggests include three levels of public participation strategies, covering 30 options. These options as listed [by Meyer & Theron: 2000] are briefly described below:

Level 1: Public Participation Strategies Through "Informing" Participants	
1	Legal notices (informing the public of a proposal or activity that is required by law to be displayed at particular locations, such as municipal notice board, for specified period)
2	Advertisements (paid advertisements in national as well as community newspapers to inform the public of a proposal or activity and the opportunity for participation i.e. a tender)
3	Magazines, news articles and press releases (stories, debates and articles which provide information about a proposal or activity, or a municipal or community (newsletter)
4	Background information material (factsheets, personal handouts, competitions, brochures or flyers distributed with bills, through mail drops, direct mail or left at accessible locations, to provide feedback and updates on progress regarding a planned project)
5	Exhibits and displays (information provided at an accessible location, such as municipal buildings/library or a road show, to help raise public awareness regarding an issue, campaign or planned project]
6	Technical reports (special studies, reports or findings made accessible to the public at libraries, through the municipal newsletter or electronically on a website of the municipality]
7	Websites (websites which contain information, announcements and documents and allow the public to provide their views on an issue or project, public debates on important issues via the internet, etc.)
8	Field trips (site tours to inform the public, the media and other stakeholders about a specific issue or project to be planned in future]
9	Press conferences (question-and-answer sessions at a community or municipal hall to allow the media and public to obtain and share information about a proposal or future planning activity]
10	Radio and TV shows (presenter of a programme aims to elicit information about a proposal or project on behalf of the public through questions posed to the project manager or developer, e.g. community radio programmes or talk shows and phone-in programmes]
11	Expert panels and educational meetings (public meetings where the experts or planners provide information and the public and specific stakeholders are given an opportunity to pose questions)
Level 2: Public Participation Strategies "Consulting" Participants	
12	Public meetings (well-planned and well- advertised formal meetings where the project manager, project team, developer or donor meet the public or specific stakeholders at a public place, such as a community hall, open discussion and question-and-answer sessions are included]
13	Public hearings (similar to public meetings, but more formal structured]
14	Open days and open houses (stakeholders are given the opportunity to tour the site or project and/or information is set up at a public location to make information available to stakeholders and the public – similar to no. 8).
15	Briefings (regular meetings of social and civic organisations, clubs and other organisations to inform, educate and consult stakeholders)
16	Central information contract (designated contact persons identified as official spokespersons for the public and the media]
17	Field offices or information contract (specific offices or multi-purpose community centres staffed by officials able to answer questions, which distribute information and respond to enquiries, to encourage information interaction with the public]
18	Comments and response sheets (structured questionnaires distributed to the public to gain information on the public's concerns and preferences and to identify key issues]

19	Survey and polls (specific information from a sample of the public or specific stakeholders is gathered and scientifically analysed and presented; can be done by phone, but is less accurate the face-to-face interviews)
20	Interviews or focus group discussions (one-on-one meetings with the public, a selected sample or group of specific stakeholders, based on semi-structured interviews and open-ended questions, data are analysed and presented scientifically by a researcher for future planning considerations]
21	Telephone hotlines or complaints register (telephone numbers of key officials supplied to the public in printed format by hand or mail, e.g. in the municipal newsletter: lines or offices staffed by professional officials who know the project or activity, or by an ombudsman; calls recorded and feedback given to caller
22	Electronic democracy (the internet, webpage "discussion room", tele-voting and online communication ; records kept and feedback given to participants]

Level 3: Public Participation Strategies Through Empowering Participants	
23	Workshops, focus groups and key stakeholders meetings [small group meetings with stakeholders in an interactive forum to share and provide information, through mutual learning , about a particular topic or issue; may be preceded by presentations by stakeholders]
24	Advisory committees and panels [to advise the decision makers and to debate specific issues ; often composed of stakeholder groups such as community leaders, NGO's, CBO's and scientific experts or consultants representing the community]
25	Task force [a group of specific stakeholders or experts that is formed to develop and implement a specific proposal]
26	Citizen juries [a small group of public representatives and stakeholders, brought together to learn and exchange information regarding an issue, cross-examine witnesses or experts and make recommendations]
27	Charettes and consensus conferences [meetings or workshops with the purpose of reaching an agreement or resolving conflict on particular issues]
28	Imbizo [interactive governance aimed at partnerships between government planners and stakeholders]
29	Indaba [forum to open and frequent dialogue between stakeholders to identify and address issues of common concern]
30	Participatory appraisal/participatory learning and action [appropriate people and issue-centred research methodology through which the concerned people conduct their own research in partnership with the researcher or official]

2. Adopted Programmes and Initiatives

2.1 Operation Sukuma Sakhe

- 2.1.1 The origin of Masisukuma Sakhe, which is the motto on the crest of the Provincial Government of KwaZulu-Natal, is taken from the book of Nehemiah, chapter 2, and verse 18, where Nehemiah yearns to rebuild a city that has been destroyed. Operation Sukuma Sakhe is then a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed communities (such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB).
- 2.1.2 Serious attempts were made to ensure that all developmental needs, as expressed by members of the public, including ward committees, CBOs and NGOs, as well as business and other stakeholders, were captured and analysed accordingly. Currently, the Sukuma Sakhe campaign is intended to create a platform for members of communities to convey their needs in the presence of almost all line function departments. The idea here is to list all individual needs, where possible with reference to specific departments, in order to address their needs as a collective. It was also expected that some of the community needs would have been collected through the CBP process, and that once all those wards that were piloted were completed, that they would feed in their needs through the IDP review process, and that all the needs expressed by various stakeholders would be captured and made available.
- 2.1.3 In the Msunduzi Municipality, War Rooms have been established in each of the 37 wards and are aligned to the ward councillor's office. The Chairperson of each of these War Rooms is an ordinary member of the ward. For the initiative to succeed, there is a need for good public participation. All government departments are represented in the monthly meetings. If it is found that a War Room cannot cope with the demands from the community, "MBO" is invoked and government descends on the area to address needs.
- 2.1.4 Monthly Sukuma Sakhe task team meetings take place in the Municipality, and all relevant staff at level 4 participate to address key issues identified by ward level War Rooms. A further structure that exists is the uMgungundlovu District Task Team, which consists of Government Departments and the local municipal task team chairpersons. Sukuma Sakhe is an important initiative, and offers an ideal opportunity for ward-level communities to identify projects that can be fed into the IDP. The synergies that have been created in the Msunduzi Municipality in terms of linkages to the Area Based Management structures are also important, and have led to the success of the initiative.

2.2 Batho Pele

- 2.2.1 The term Batho Pele means 'People First', and in this context, it means putting other people first before considering your own needs. The Batho Pele principles are summarised as follows:

Principle	Description
Consultation	Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered
Service Standards	Citizens should be told what level and quality of public services they will receive, so that they are aware of what to expect.
Access	All citizens should have equal access to the services to which they are entitled.
Courtesy	Citizens should be treated with courtesy and consideration.
Information	Citizens should be given full, accurate information about the public services they are entitled to receive.

Openness And Transparency	Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
Redress	If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.
Value Of Money	Public services should be provided economically and efficiently, in order to give citizens the best possible value for money.
Encouraging Innovation And Rewarding Excellence	Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining, and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who “go the extra mile” in making it all happen.
Customer Impact	Impact means looking at the benefits we have provided for our customers, both internal and external – its how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.
Leadership And Strategic Direction	Good leadership is one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all and properly deployed throughout the organisation. They take an active role in the organisation’s success

2.2.2 The Batho Pele vision for the Msunduzi Municipality can be summarised as follows:

“To continually improve the lives of the people of Msunduzi within an evolving developmental context, by a transformed culture and ethos of public service, which is representative, coherent, efficient, effective, accountable, consultative, and responsive to the needs of all?”

2.3 Customer Service Charter

2.3.1 At the meeting of the Full Council held on Friday, 30 May 2014, it was resolved as follows:

- (a) That the Customer Service Charter attached as Annexure C to the report dated 4 February 2014 by the Deputy Municipal Manager: Corporate Services be adopted.
- (b) That necessary steps be taken by the Batho Pele Section to launch and workshop the Service Charter throughout the Municipality before the end of the financial year.
- (c) That the Manager: Office of the Speaker arranges a half-a-day workshop on the Customer Service Charter for Councillors; it being noted that the workshop be held prior to the Mid-Year Recess to take place in July 2014.

2.3.2 This Charter sets out service standards that members of the community can expect to receive when they access our services or contact the municipality and outlines how they can help the organization to meet their expectations in the delivery of first class service standards. Sections of the Charter are attached as an Appendix to this document

2.3.3 It is worth noting that the inner workings of GEVDI do not feature in this Chapter and that an amendment to the charter is introduced to include the protocols and working of GEVDI.

3. Msunduzi: Lines of Communication

3.1 Overview

- [a] Governance at Msunduzi Municipality is made up of Political and Administrative Governance, Inter-governmental Relations, and Public Accountability and Participation along with Corporate Governance. Political and administrative governance is the breakdown of Elected Councillors, the committees they sit on, and the number of meetings they attend. It further looks at the administrative aspect of the municipality in terms of the organizational structure being implemented and a distinction made of the business units and their respective functions. Intergovernmental relations is basically the relationship that the municipality forges with other sector departments in order to carry out day to day activities, like National Treasury, the Auditor General & the provincial Department of CoGTA.
- [b] Public accountability is the way the Municipality operates with regards to the communities by way of holding community meetings, Izimbizo's and the process of ward committees dealing with issues within the wards. Corporate governance looks at issues of transparency and accountability whereby the municipality outlines its top risks, and also the way in which they run the supply chain management unit. Together these important aspects intertwine and are forged so as to ensure all aspects of the municipality are properly functioning and that communities receive quality services at an affordable price.

3.2 Political and Administrative Governance

- [a] Political & administrative governance at Msunduzi Municipality comprises of the elected councillors and the respective senior managers and the way they actually work together on a day-to-day basis in order to achieve organisational goals. Councillors are elected by the local registered voters [ratepayers] to serve a predetermined term of office on the local council as representatives of their respective constituents. The Msunduzi Municipal Council has a total of 73 seats. Thirty seven [37] of these seats are allocated to ward councillors who are elected by the wards they represent. The other 36 seats are allocated to political parties in proportion to the number of votes cast for them.
- [b] Msunduzi municipality has several portfolio committees of which the Full Council, Executive Committee, Municipal Public Accounts Committee and the Oversight Committee form part of. Msunduzi Municipality has an Audit Committee attached to the municipality that provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee on the Annual Report. The municipal manager is the head of the municipal administration. Subject to the policy directions of the municipal council, the municipal manager is responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration. The municipal manager must make sure the administration is equipped to implement the municipality's integrated development plan, that it operates in accordance with the municipality's performance management system, and that it is responsive to the needs of the local community.
- [c] The roles and responsibilities of the Municipal Manager are comprehensively set out in Section 55 of the Municipal Systems Act and responsibilities of the Municipal Manager as Accounting Officer is set out in Chapter 8 of the Municipal Finance Management Act, 56 of 2003. The Municipal Manager's office has assumed direct responsibility for Communications and Corporate Strategy as well as the

drafting, management and implementation of Council's Integrated Development Plan [IDP]. The Internal Audit unit is also located in the Municipal Manager's office and ensures compliance with municipal legislation.

- [d] In addition the five Business Units that mirror the committee portfolios also report to the Municipal Manager. These Business Units, each headed by a Deputy Municipal Manager, ensure that services are delivered to the people of the Msunduzi Municipality. They are:
- Infrastructure services;
 - Community services;
 - Economic Development;
 - Financial Services; and
 - Corporate services.
- [e] The municipal manager and his team of executive managers hold weekly meetings to discuss key strategic service deliverables, and to offer guidance on achieving IDP goals. The administrative component is aligned with the five National Key Performance Areas; Financial Viability and management, Local economic Development, Basic service delivery and Infrastructure development, Good Governance and Public Participation, Institutional Development and Transformation, Environmental Planning and Social Services

3.3 Inter-governmental Relations

- [a] The following table summarises structures that the Msunduzi Municipality participates in:

Structure	Description
National	The Municipality remains a member of the South African Cities Network (SACN) and has recently participated in the "Rural Interdependencies Study" project with SACN.
Provincial	The Municipality has received support for the implementation of Organizational Performance Management from the Provincial Department of Cooperative Governance and Traditional Affairs. The Municipal Manager participates in the MUNIMEC and Technical MUNIMEC forums.
Municipal Entities	The Municipality has one municipal entity called Safe City, which is dedicated to making the City of Pietermaritzburg a better place in which to live, work, and play.
District IGR	At a District level, the Municipality has participated in the District Municipal and Technical Forum which is chaired by the District Mayor. In addition, the Municipality has partnered with the District on issues related to waste management.

- [b] Many endeavours are made to make the Intergovernmental Relations a reality. The finalisation Intergovernmental Relations Cluster Model of this model seeks to streamline these structures in order to improve communication internally and externally, whilst bringing on board sector departments in a more practical and realistic manner. This is to ensure that departments and other key stakeholders do not merely pay lip service to the IDP process. The Cluster Model has led to the establishment of shared services in the District, which also leads to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning, and Information and Communications Technology. This approach means that the uMgungundlovu family of Municipalities in the District are all benefitting from the availability of scarce resources and expertise within the District.

3.4 Public Accountability and Participation

- [a] *Section 152 (1) (e) of the Constitution* states - One of the primary objectives of local government is to encourage the involvement of communities and community organizations, in local government. Chapter 4 of the MSA 2000, states that the municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. During the 2013/2014 financial year, the municipality had 37 functional ward committees which serve as a conduit between the municipality and the committee. In addition, a draft public participation policy and guideline was developed.
- [b] In addition to ward committees, the Service Delivery and Budget Implementation Plan [SDBIP] is made public and published on the municipal website. This contains projected financial and service delivery Indicators and deliverables. Members of the public are also invited to participate in the Oversight process related to the Annual Report.
- [c] In the promotion of public accountability and participation members of the public are invited to attend all meetings of the Council and its committees. Another mechanism of public participation is conducted through Mayoral Budget and Integrated Development Plan [IDP] izimbizo. These are held prior to developing the draft budget in order to provide feedback to the community the implementation of projects in the current financial year and to illicit the needs of the community in order to provide input for the new financial year. A second imbizo is held once the draft budget has been developed in order to inform the public of key elements in the proposed budget and illicit responses thereto.

3.5 Internal Audit and Risk Management

- [a] The Municipality has an Internal Audit Unit which provides an independent, objective, assurance and consulting activity, designed to add value and improve the Municipality's operations. It helps the Municipality accomplish its objectives by bringing a systematic, disciplined, approach to evaluate and improve the effectiveness of risk management, control, and governance processes. In terms of the International Standards for the Professional Practice of Internal Auditing, determining whether risk management processes are effective is a judgment resulting from the Auditor's assessment that:
 - Institutional objectives support and align with the Institution's mission;
 - Significant risks are identified and assessed;
 - Risk responses are appropriate to limit risk to an acceptable level; and
 - Relevant risk information is captured and communicated in a timely manner to enable the Accounting Officer/Authority, Management, Risk Management Committee, Audit Committee, and other officials to carry out their responsibilities.

Other responsibilities of Internal Auditing in risk management include:

- Providing assurance that the risk management culture in the Institution is an appropriate one;
 - Providing assurance that the register is an appropriate reflection of the risks facing the Institution;
 - Providing assurance that risk management is carried out in a manner that benefits the Institution; and providing assurance that the risk management strategy, risk management implementation plan, and fraud prevention plan have been effectively implemented within the Institution.
- [b] The Audit Committee Charter was adopted in 2009 and has subsequently been reviewed.

- [c] The Accounting Officer and Council are required by the Municipal Finance Management Act (53 of 2003) to establish and maintain appropriate risk management systems. Risk Management Practices require the Accounting Officer and Council to manage the strategic and operational risks of the Municipality. The risk management system must provide for mitigating strategies and control activities against the risks within the Municipality from unacceptable likelihood and impact. It is expected that a Municipality's risk management system identifies strategic and operational risks, and assigns responsibility to appropriate officials within the Municipality. The Audit Committee's role in relation to risk is to support the Accounting Officer and Council.
- [d] The terms of reference for the Risk Management Committee are embedded in the Risk Management Policy, which has been reviewed and restructured, and has been adopted by Council. A risk assessment is done on annual basis, and as we embark on new initiatives and programmes, any emerging risks that could have a negative impact on the Municipality's ability to achieve its strategic objectives are identified and dealt with. The Council is ultimately responsible for risk management supremacy, with Exco and Audit Committee playing a very crucial oversight role as a function that is delegated to them by legislation. The status of strategic and operational risks are reported and monitored on regular basis by Internal Audit Unit and the Risk Management Committee, who give feed back to the Accounting Officer and Audit Committee. Continual improvement of Integrated/Enterprise Wide Risk Management has the commitment of the Strategic Management in the Municipality, and has ensured an increased level of risk management maturity in the Municipality.

3.6 Communication, Participation and Forums

- [a] The Msunduzi Municipality has adopted a Communication Strategy during the course of 2011/12 financial year and the Public Participation Policy is going through various committees for consultation and final approval by Full Council. The policy categorized stakeholders as follows:

Internal Stakeholders

- Public Sector Stakeholders: Provincial and National Departments, District, Metro and local Municipalities, Councilors, Executive and Portfolio Committees, Ward Committees;
- Parastatals eg. Eskom, Telkom, Traditional Leaders;
- Public Sector Forums: Police Forums, IDP Forums, Local Implementation Forums.

External Stakeholders

- Business and Labour Stakeholders: Organized Business [Chamber of Business and Industry] and Labour Formations, Service Providers;
- Civil Society Organizations: NGOs, CBOs, Faith Based Organisations, Youth Organisations; Lobby Groups – [Environmental Groups], Unorganized Groupings – [the poor and other Vulnerable Groups], Special Interest or Pressure Groups, Sports Organizations, Self Help Organizations [SHO], Civic or Resident Associations, Citizens, etc.

- [b] The IDP Representative Forum becomes a very central forum to finalize the prioritization process, it is also envisaged that the Budget and PMS stakeholders engagement structures as reflected in the IDP Guides, must be the same or integrated structures. Every year around the end of August, Msunduzi Municipality finalize a Process Plan which is approved by Full Council, once approved a public notice is posted on the website and various newspapers inviting members of public as well as various stakeholders to make submissions with regards to developmental priority needs.

- [c] The Msunduzi Municipality has a structured program or public participation. This program is articulated in the Process Plan and forms the basis for citizenry engagement framework. The public participation is an on-going engagement process, and the following are forms of citizenry participation that are utilized by the Municipality to ensure the citizen and stakeholders voice are accommodated in the planning, execution and review of the IDP, Budget and PMS processes:
- Ward Committee Monthly Meetings
 - Stakeholders Quarterly Meeting [Reporting on PMS Progress/SDBIP and IDP]
 - Monthly Community Meetings by Councilors [due to financial constraints-are held once in two months/6meetings per annum per ward]
 - Project Based and Sector Plan Based Engagements
 - Executive committee and Full Council meeting – Public Gallery
 - Integrated Development Planning Meetings
 - Izimbizo: Public Meetings for Budget, IDP etc
 - Municipal Property Rates Act [MPRA]
 - Service Standard or Charter
 - Community Based Planning
 - Complaints Register: Customer Care and Batho Pele Engagements
 - SukumaSakhe – Premier’s Flagship Tool for Accelerated Service Delivery at a Ward Base Level
 - Attendance to invitations by Interest groups
 - Partnerships and MOUs: MIDI, etc
- [d] Some of the above forms of public participation engagements are conducted throughout the year specifically at an operational level, while some are organized on a fortnightly, monthly, quarterly and annually as reflected in the Process Plan.
- [e] Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them [which are essentially advisory in nature] in terms of S59 of the Municipal Systems Act, these are:
- To serve as an official specialized participatory structure in the Msunduzi Municipality.
 - To create formal unbiased communication channels as well as a co-operative partnership between the community and the Council.
 - Advise and make recommendations to the Ward Councillor on matters of policy affecting the Ward.
 - Assisting the Ward Councillors in identifying the challenges and needs of residents. Dissemination of information in the Ward concerning municipal affairs such as the budget, integrated development planning, performance management systems, service delivery options and municipal properties.
 - Receive queries and complaints from residents concerning municipal service delivery, communication with Council and provide feedback to the community on Council’s response.
 - Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums,
 - Interact with other organizations and forums on matters affecting the ward.
 - A ward committee may also make recommendations on any matter affecting its ward to the Ward Councillor or through the Ward Councillor to the local council.

[g] The MSA 2000, Section 17[4] states that participation must take place through the established structures [Ward Committees]. It must also take place through mechanisms, processes and procedures that exist in terms of the MSA itself or that have been established by the Council. The MSA mentions the ward committees as a vehicle for participation. The special needs of women, illiterate people, physically challenged people, and other disadvantaged groups must be taken into account. The MSA, 2000; Section 16 sets out two important principles for community participation:

- Participatory governance should not permit interference with a municipal council's right to govern and exercise the executive and legislative authority of the municipality. The municipal council, which is the product of representative democracy, not only has the sole legal mandate to govern, but also, and more importantly, the political legitimacy to do so.
- Given the pre-eminence of formal representative structures, participatory democracy is there to "complement" the politically legitimate and legally responsible structures. This means that any community participatory structure may merely add to the formal structures of government, and not replace or substitute it.

3.7 Communication and Marketing Plans

The Marketing and Public relations Unit of the Msunduzi Municipality developed a Marketing Strategy, which aims at being competitive and creating a vibrant brand identity for the city. The marketing strategy incorporates the LED strategy, and aims to synergize Unit efforts to attract investment and marketing to Msunduzi Municipality from the local and global environments. The objective of the marketing strategy is to formulate guidelines and implementation plans for retaining the existing industries, and the attraction of new and potential industries. In order to achieve this goal, the following have been taken into consideration:

Media Used	Description
Municipal Website	<ul style="list-style-type: none"> • Use of the municipal website, with up to date information on all kinds of developments taking place. • Providing clear details of investment opportunities that are available within the Municipality. • Outlining the tourism attractions that are available in Msunduzi Municipality. • The promotion of all prominent events in a calendar year.
Magazine and other Publications	<ul style="list-style-type: none"> • Advertising space in various popular magazines (business, sport, and lifestyle magazines), outlining the opportunities as well as attractions within the Municipality.
SA Cities Network Website.	<ul style="list-style-type: none"> • Msunduzi Municipality is a member of the South African Cities Network, and therefore has the opportunity to promote itself on this platform, which is shared with cities such as Tswane, Durban, and Cape Town.
Events	<ul style="list-style-type: none"> • By associating itself with major events taking place in the City, the Municipality receives a lot of mileage in brand exposure through websites, brochures, radio, and television.
Radio and local Press	<ul style="list-style-type: none"> • Taking up advertising space in local media provides an opportunity for local investors to better understand what opportunities are available for further investment.

4. GEVDI: Special Purpose Vehicle

4.1 In the Context of the IDP

- 4.1.1 The Oxford dictionary speaks of governance as “an act or manner of governing... The system by which a state or community is governed.” The fundamental principles of good governance, as reflected in the Constitution of the Republic of South Africa, include the rule of law, accountability, accessibility, transparency, predictability, inclusivity and a focus on equity, participation and responsiveness to people’s needs. The establishment of appropriate structures, systems, policies and processes – underpinned by a sound set of values and ethics – is fundamental for successful delivery by local government. There are certain governance qualities that must be recognised and strategically strengthened, for optimal outcomes.
- 4.1.2 The broader strategic development of Edendale should be located within the context of the Msunduzi Municipality development agenda, as outlined in the Integrated Development Plan and the associated sector plans and development policies. This refers to the identification and analysis of a range of contextual factors that have a direct influence on planning and development of the area. As such, this contextual analysis locates Edendale within the municipal wide development imperatives, translated into development directives and identifies implications for the development of the area.
- 4.1.3 Integrated development planning [IDP] as an approach to development was first introduced in South Africa during the transitional period as a means to overcome the legacy of apartheid planning. It has been carried forward into the new democratic dispensation and elevated into one of the pillars of development local government. As such, the municipality is required to adopt and implement an Integrated Development Plan [IDP] as a five-year strategic plan and a guide for resource allocation. Key elements of an IDP include the following:
- a shared analysis of the current situation and identification of development trends, patterns and needs;
 - long term-development vision;
 - strategic intent which includes measurable objectives and actions plans;
 - strategic interventions in the form of projects and programs; and Monitoring and evaluation framework.
- 4.1.4 The priority issues in the Municipality are formulated in such a manner that they address the 5 Key Performance Areas. Under each KPA, there are appropriate objectives and strategies that would lead to the realization of the priority issues. In setting its objectives and strategies, Msunduzi Local Municipality used *inter alia* the following as requirements to ensure informed development planning:
- Millennium Goals;
 - Community Inputs;
 - Municipal Spatial Development Framework;
 - National Development Plan
 - Provincial Growth and Development Strategy and National Spatial Development Perspective.
- 4.1.5 The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, in September 2000 and from further agreement by member states at the 2005 World Summit (Resolution adopted by the General Assembly). The international community reached consensus on working to achieve eight critical economic and social development priorities. As a member state of the United Nations, South Africa is a signatory to this agreement. The eight MDGs are recorded as follows:

	Goal 1: Eradicate Extreme Hunger and Poverty
	Goal 2: Achieve Universal Primary Education
	Goal 3: Promote Gender Equality and Empower Women
	Goal 4: Reduce Child Mortality
	Goal 5: Improve Maternal Health
	Goal 6: Combat HIV/AIDS, Malaria and other diseases
	Goal 7: Ensure Environmental Sustainability
	Goal 8: Develop a Global Partnership for Development

- 4.1.6 The MDGs have been domesticated into the current priority agenda of the government. Below is a schematic layout that maps the MDGs on the national priorities ie. Linkage between South Africa's national development planning and the MDGs:

Government's Medium Term Strategic Framework (MTSF) STRATEGIC ELEMENTS	Relevant Millennium Development Goals
Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8
Strategic Priority 2: Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MDG 8
Strategic Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7
Strategic Priority 4: Strengthen the skills and human resource base	MDG 2
Strategic Priority 5: Improve the health profile of all South Africans	MDG 4, MDG 5, MDG 6
Strategic Priority 6: Intensify the fight against crime and corruption	MDG 2, MDG 3
Strategic Priority 7: Build cohesive, caring and sustainable communities	MDG 2, MDG 3, MDG 7
Strategic Priority 8: Pursuing African advancement and enhanced international cooperation	MDG 8
Strategic Priority 9: Sustainable resource management and use	MDG 2, MDG 3, MDG 7
Strategic Priority 10: Building a developmental state, including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8

4.1.7 As can be seen, the objectives of nation-building and social and economic inclusion, is a pressing preoccupation of policy. Having demonstrated at the strategy level how the eight MDGs are integral to the South African government's development priorities, it is important see how, at the implementation level, these strategic policy intentions should or get to be translated into reality at a local level.

4.1.8 **Msunduzi IDP: Introduction and Need Analysis**

- [a] The Integrated Development Planning is a planning method to help municipalities develop a coherent, long-term plan for the co-ordination of all development and delivery in their area. Municipalities face immense challenges in developing sustainable settlements, which meet the needs and improve the quality of life of local communities. In order to meet these challenges, they will need to understand the various dynamics within their area, develop a concrete vision for the area, and strategies for realising and financing that vision in partnership with other stakeholders. Vision, Objectives, Strategies, and Projects of the Msunduzi Municipality are underpinned by Strategic Planning and Policies. The objectives and components of these documents and policies have helped determine the direction in which the Municipality is moving, as reflected in the IDP.
- [b] The following figure summarises the issues raised by community members in terms of their importance. It is taken from both minutes of community meetings and surveys, and includes needs and/or issues of importance that have been categorised according to the five national Key Performance Areas. A total of 1 589 requests have been received from Wards 1 to 37. As can be seen from these figures, the largest portion of requests relate to Good Governance and Economic Development (35%), followed by Repairs and Maintenance (21%), Roads (8%), Housing (6%) and Halls/Community Centres (6%).

4.1.9 **Municipal Key Issues**

- [a] The following are the key issues for the Msunduzi Municipality:

Key Issue	Corresponding Vision Statement With Strategies Have Been Developed To Address The Key Issue
Revenue protection and enhancement	6. A Financially Viable and Well-Governed City
Addressing service delivery challenges in terms of water, sanitation, and electricity	1. A Well-Serviced City
Integrated waste management and renewable energy	1. A Well-Serviced City 3. A Clean, Green City
Seamless movement of people, goods, and services in and around the city	2. An Accessible and Connected City
City connectivity	2. An Accessible and Connected City
Institutional and individual performance management framework.	2. A Financially Viable and Well-Governed City
Institutional skills development and professionalization of the organisation	6. A Financially Viable and Well-Governed City
Improved capacity to spend on capital expenditure	6. A Financially Viable and Well-Governed City
Filling of strategic critical vacant posts	6. A Financially Viable and Well-Governed City
Economic growth leading to the creation of decent jobs and employment	5. An Economically Prosperous City

4.1.10 Msunduzi Municipal Vision

- [a] The Vision of the City of Choice, Second to None is to develop a city where its entire citizenry can:
- Own a financially viable and well-governed city
 - Live in peace
 - Move about freely, and in a cost-effective manner
 - Work to earn a living, thereby reducing unemployment, poverty, and inequality
 - Play to lead a healthy lifestyle, thus increasing life expectancy.
- [b] The Msunduzi Municipality shall deliver on six strategic city-wide outcomes to achieve this vision, as follows:
- [1] A well-serviced city;
 - [2] An accessible, connected city;
 - [3] A clean, green city;
 - [4] A friendly, safe city;
 - [5] An economically prosperous city; and
 - [6] A financially viable and well-governed city.
- [c] In order to realise the Vision, the Municipality has prioritised thirteen objectives clustered under each of these six broadly defined outcomes, as follows:
- The focal areas for the first, a well serviced city, shall be: water and sanitation service delivery, energy supply provision, and implementation of waste management – for all citizens.
 - The focal areas for the second, an accessible and connected city, shall be: roads construction and maintenance, transport management, human settlement development, telecommunications connectivity, and social infrastructure distribution.
 - The focal areas for the third, a clean, green city, shall be: renewable energy supplies, public open space creation, and urban renewal and greening promotion.
 - The focal areas for the fourth, a friendly, safe city, shall be: social cohesion, and safety and security.
 - The focal area for the fifth, an economically prosperous city, shall be: job creation.
 - The focal area for the sixth, a financially viable and well-governed city, shall be: financial viability and good governance.
- [d] All the six themes and related objectives above are inter-related, and cannot be achieved in isolation

1.1.11 The Msunduzi Municipality IDP identifies the Greater Edendale area as one of the development priority areas. This arises from the service backlog and relatively high level of informality that characterises this area, and the need to promote spatial and functional integration. Accordingly, the municipality seeks to place the Msunduzi on a higher and more equitable growth path. This it seeks to achieve whilst simultaneously addressing the scourge of poverty, unemployment and persistent backlogs in essential social services and infrastructure in the greater Edendale area.

1.1.12 The strategic intent is developed further and refined in various sector plans and development programs. While each one of these is critical and has serious implications for Edendale, this document focuses mainly on those dealing with service delivery, land legal complexities, spatial transformation and local economic development.

4.2 GEVDI: Towards a New Work Order

- 4.2.1 Urban transformation is an international phenomenon, caused by a range of factors including urbanization, migration trends, globalization and poverty. In the South African context, the process of urban transformation has been complicated by local factors including the legacy of apartheid, legislation and settlement planning, private sector investment decisions, political, social and economic transition and inter-governmental relationships, government capacity and financial constraints. In so saying, it is recognized that the practice of urban renewal sits at the interface of dialogues about the role of cities both in the global economy, as well as in meeting the basic needs of their citizens, distributing wealth and making access to opportunity more equal.
- 4.2.2 Internationally, the renewal of urban areas typically forms part of a broader strategy to promote city economic development. Based upon this understanding, the dominant objective of the regeneration of urban areas is to restore the confidence of the private sector, to create a sustainable property market and to restructure and diversify the local economy. In South African, the concept of urban renewal has its genesis in two distinct policy trajectories. These are the RDP, which emphasizes social transformation and basic needs, and economic development policy documents emphasizing the need for economic growth and transformation. This reflects the policy complexities arising out of the South African concern for maintaining a balance between the mutually reinforcing processes of growth and development.
- 4.2.3 South African cities have inherited a dysfunctional urban environment with skewed settlement patterns that are functionally inefficient and costly, and huge service infrastructure backlog in historically underdeveloped area. Historically, the growth of South African cities was truncated by mechanisms to inhibit black urbanization. Whilst this process ultimately collapsed under the weight of the pressure to urbanize, cities were slow to respond to the new challenge. In most cases, demands for housing were addressed through the creation of peripheral settlement.
- 4.2.4 Historical legacies and impacts of the processes of transformation and change are not distributed uniformly throughout cities, but are increasingly manifested as growth or decline within specific geographic neighbourhoods. This process generates increased polarization and fragmentation within cities, undermining their economic base and productivity, and ultimately leading to political and social instability. Whilst cities provide the basis for economic growth and development, the urbanization of poverty is becoming increasingly apparent. Particularly within the South African context, economic growth within cities has not been able to keep up with the rate and scale of city growth. This has resulted in wide-spread and deepening urban poverty.
- 4.2.5 The social and economic exclusions of residents in these areas heightened the impact of political disenfranchisement. As the poor remain located at a substantial distance from economic opportunities, the dysfunctional city structure has increased transportation costs. Further peripheral settlement should be counter-acted. This has impacted negatively on both the productivity and costs of labour. On the other hand, the increasing spatial fragmentation of cities into wealthy and poor enclaves undermines the equitable distribution of public goods and services. This trend creates serious problems of exclusions, with escalating social tensions, which is often exacerbated by the marginalization of neighbourhoods. In South African context, unique forms of exclusion have arisen. Thus, township areas “excluded by design” have been created as a direct and deliberate consequence of apartheid policy.

- 4.2.6 The process of urbanisation holds great promise for economic and social progress, the improvement of access to basic services for a greater number of people and for cultivating democracy and equality. Urban Renewal is thus not an exercise in neutrality. Rather, it constitutes a fundamental intervention in the physical, economic, social and institutional space of cities to achieve particular policy objectives. GEVDI is occurring approximately 20 years into South Africa's democratic transition from apartheid with intervening changes in ideas, experience, expectations and concrete socio economic conditions. The IDP introduces GEVDI:-

*"As a revolutionary transformative approach from the apartheid form of planning of historically repressed and neglected township into an urban Pietermaritzburg place of high quality
representing the single biggest investment in the City's future."*

- 4.2.7 In so saying, GEDVI was constituted as a vehicle for the delivery of public goods and services in an environment where consensus building and reconciliation of purpose and objectives were the prime requirements. It is presented that GEVDI not be considered as an end in-itself. Simply put, to do so will imply an uncritical relapse into the legacy of apartheid planning, a failure to consolidate and advance tangible victories achieved at the level of national, provincial and local government over the last decade, and, a lost opportunity, particularly at the level of the local state to address the persistent pattern of uneven development within and between Edendale and Pietermaritzburg, through building on the intrinsic interrelatedness and interdependence of the Pietermaritzburg and Edendale areas over the medium to long term.
- 4.2.8 Looked at together, the magnitude of the challenge confronting GEDI calls for a significant reorientation of the approach, within existing legislative parameters, to public policy, development planning and management in the processes leading up to and following the summit, within a context of new and emerging sets of realities, expectations, norms, values and organisational practices, all of which describe the local "institutional culture" of significance to GEVDI and the post apartheid transformation of Pietermaritzburg more generally. Central in this regard is the need for an appraisal of the current logic state intervention with a view to achieve a broader and deeper level of mobilisation, organisation and level of understanding among and between households, firms, political and administrative organs of government, trade unions, universities, CBO's and NGO's in terms of a collectively developed overarching vision, strategy and set of programmes for the transformation of the greater Edendale and Pietermaritzburg region.
- 4.2.9 While a qualitative improvement in stakeholder interaction is essential, such interaction requires to be accommodated within a dynamic framework of public policy and executive decision-making that creates the conditions for individuals, organisations and institutions to efficiently adjust their goals and resources to changing opportunities and constraints that have a bearing on the core objectives of GEDI; without pre-empting or bounding organisational choice, initiative and innovation among and between stakeholders in relation to the objectives and strategic pillars of GEVDI.
- 4.2.10 Moreover, despite a range of well intentioned immediate term interventions aimed at resolving pressing social, economic, institutional and spatial challenges (without the benefit of an adequately developed medium to long term perspective) the fiscal implications of the current modus operandi, on both the revenue and expenditure sides of the local state, is debatable in terms of socio economic results, impacts and sustainability. The above problem is compounded by the fact that emergent and potentially patriotic segments of the local business/entrepreneurial class is at risk of continuing to operate on the basis of short

term profit maximisation without a medium to long term perspective of economic development opportunities and challenges, resulting in a sub-optimal gearing of scarce private savings and investment in the local economy.

- 4.2.11 On the 'sectoral' front, there is a need for a much more comprehensive understanding of the objective determinations and subjective propensities of the regions economic base and its attendant production and trade relationships with a view to inform state policy and strategy. Central in this regard is the need for a more comprehensive understanding of 'industry supply aggregates' (inclusive of agriculture, manufacturing, construction, transport and communications, finance, mining, utilities and community services) in the context of a range of 'demand aggregates' (inclusive of private consumption expenditure, government consumption expenditure, exports, imports and the gross geographical product) and 'productivity ratios' (capital output, capital labour and multifactor productivity ratios), and, of course, an analysis of the size, shape and subjective propensities of the 'labour market'. Similarly, the 'cross cutting' issues of poverty, gender, culture and HIV/AIDS require much more comprehensive treatment.
- 4.2.12 Msunduzi as a City sits at a critical point of change. Being the second largest metropolitan complex in the province, Msunduzi is at the brink of realising its quest for Metropolitan Status and a shift toward City Development. It is for this reason, that a very different GEVDI is required, one which breaks from the convention and the paralysis of processes towards the establishment of GEVDI as a Special Purpose Vehicle as an entity.
- 4.2.13 This new outlook and approach [as echoed in the political arena] is primarily about presenting a possible future, which whilst being cognisant of the past and present, it is firmly rooted in establishing a compelling vision of the future and in advancing the goals of Edendale as a City within a City. Cities. By nature therefore, GEVDI must be strategic and visionary. At no other point in the history of the City is the approach more prudent. Therefore, the basis of our approach and methodology is the notion of placing emphasis on defining a Future Vision, matched with an implementable Framework that serves as the defining instrument for future development. GEVDI should be forward looking, whilst addressing past imbalances, with a strong focus on Urban Renewal and Economic Development. This is the moment to seize this remarkable opportunity.
- 4.2.14 A key component then of GEVDI is providing for suitable resourcing and experience within the team that understands the funding and implementation context within the municipal environment. GEVDI must translate into a clear decision-making to all that is able to chart a way forward for public sector investment. Equally, realising the development goals of the municipality relies on the ability of the city to create an environment that facilitates Private Sector confidence and investment. It is therefore critical that GEVDI conveys a confident and realistic future that is attractive for private sector investment.
- 4.2.15 In so saying, in order for GEVDI to be relevant to contemporary society and current development realities, it's programmes and initiatives must be grounded in a real understanding of the nature and change evidenced in contemporary South African cities. Msunduzi today is a clear reflection of the dual nature of the South African city condition. Understanding the challenges of newer forms of energies is critical to achieving a sound corporate strategic development agenda. As such, at a more micro strategic planning scale, it is imperative that an appropriate approach to designing for dual economies, informality and the vibe and character of the current city scene is paramount, which in the case of the real development of Edendale may be expressed as a City within the City concept.

- 4.2.16 Embodied in the above approach is an understanding that cities are dynamic and their growth is a result of an ongoing development process of action with sequential and incremental infrastructure provision and response. Finally, the most critical aspect of the approach is the need to focus GEVDI around a 'Sustainable Urbanism' argument. Based on all of the above, it has been recommended that GEVDI be understood as a powerful tool for Future City Development, and that the approach put forward recognises this need. The approach to be applied provides a clear departure in our approach and execution of work from conventional planning and development that fall short of providing what should be a compelling vision that coheres, guides and inspires.
- 4.2.17 On the Establishment of a municipal entity it is submitted that the question is, whether in the light of the specific identified tasks of GEVDI, Chapter 8 of the Systems Act applies. Whilst these identified tasks fall squarely within the ambit of the constitutional powers and functions of local government, they cannot be said to be "municipal services" in the true sense of the word. It would appear that Chapter 8 refers to those services that are, in the ordinary sense of the word, associated with municipal services, like fire fighting, cemeteries etc. whether the municipality charges for such a service or not. What envisaged for the Development Vehicle, in essence, is the playing of a facilitating, coordinating and promotional role – instead of performing municipal services itself.
- 4.2.18 As such, therefore the provisions of Chapter 8 of the Systems Act do not apply. Having said that, because a municipal entity is being considered, the provisions of Chapter 10 of the Municipal Finance Management must still be followed. Chapter 10 of the MFMA contains the procedures required for the establishment of any Municipal entity. Firstly, the municipality must do the assessments outlined in para 6 above to consider the appropriateness of a municipal entity. Before the Council approves the establishment of the entity, the Municipal Manager must Publish an information statement setting out municipality's plans for the entity as well as .As the assessment in terms of sB4 (1). The local community, organized labor and other interested persons must be invited to make representations and comment on the matter. The Manager must also solicit the views of National Treasury, the provincial treasury, the National and provincial departments responsible for local government and the MEC. The Council must than consider the comments, views and recommendations from the above Interested parties and persons before it finally decide on the establishment of a municipal.
- 4.2.19 It is accordingly recommended:
- That it be further noted that, in terms of s86B(2), municipalities are barred from establishing, participating in the establishment of or acquiring or holding an interest in a corporate body, including trusts, except where such corporate body is a private company, a service utility or multi-jurisdictional service utility.
 - That it be noted that, in terms of the Municipal Systems Act, a distinction is made between activities that should be regarded as "municipal services" and other powers of municipalities.
 - That it be noted that, in terms of the Municipal Finance Management Act and the Municipal Systems Act, there are three forms of municipal entities, namely private companies, service utilities or a multi-jurisdictional service utility, each with their own basic characteristics and requirements.
 - That it be noted that in terms of s84(1) of the Municipal Finance Management Act, a municipality, when considering the establishment of or participation in a municipal entity, is firstly required to determine precisely the function of service that such entity would perform and must also make an assessment of

the impact of a shifting of that function or service to the entity on the municipality's staff, assets and liabilities.

- That is further noted that, in terms of s84(2) of the Municipal Finance Management Act, a municipality is required before finally approving the establishment of a municipal entity to, invite submissions on and solicit the views of interested parties, including the local community, organized labor and other organs of State.
- That it be further noted that to the extent that any activity of the Edendale Development Initiative could be regarded as a "municipal service" as envisaged in the Municipal Systems Act, the provisions of Chapter 8 of the Municipal Systems Act will also apply.

4.2.20 All South Africans need to now take up the challenge of achieving sustainable cities and towns which will meet the needs of everyone, will be internationally competitive, make our economy grow and remain habitable for the generations to come. In order to place urban development strategies in context the approach to GEVDI needs to be revisited within the constraints and opportunities for development. These are a large and growing urban population, persistence of inequality and poverty, financial pressures on municipalities, a vibrant and dynamic civil society and economic and financial potentials for urban revitalisation.

4.2.21 To harness the full potential of our urban areas and to address the needs of our growing population, the function of GEVDI needs to be escalated towards the goal of sustainable human settlements. In so doing, GEVDI as a special purpose vehicle would strive to outline the urban initiatives necessary to give substance to the imperatives outlined in the National Development Plan and relevant other development programmes and strategies. The aim is to promote a consistent urban development policy approach for effective urban reconstruction and development, to guide development policies, strategies and actions of all stakeholders in the urban development process and to steer them towards the achievement of a collective vision.

4.2.22 GEVDI should therefore commit to ensure that its policies and programmes support the development of Greater Edendale and Vulindlela that will be:

- Spatially and socio-economically integrated, free of racial and gender discrimination and segregation,
- enabling people to make residential and employment choices to pursue their ideals;
- leaders of a robust economy as well as being economically competitive,
- centres of economic and social opportunity where people can live and work in safety and peace;
- centres of vibrant urban governance, managed by democratic, efficient, sustainable and accountable entity and local governments in close cooperation with civil society and geared towards innovative community-led development;
- environmentally sustainable, marked by a balance between quality built environment and open space; as well as a balance between consumption needs and renewable and non-renewable resources;
- planned for in a highly participative fashion that promotes the integration and sustainability of urban environments;
- marked by good housing, infrastructure and effective services for households and business as the bases for an equitable standard of living
- integrated industrial, commercial, residential, information and educational centres which provide easy access to a range of urban resources; and
- financed by government subsidies and by mobilising additional resources through partnerships, more forceful tapping of capital markets, and via off-budget methods.

4.2.23 In so saying a number of priorities are identified herein, which strives to foster linkages among the various urban development initiatives and to promote a re-alignment of actions through the identification of priorities, choices and underlying policies, and consequently to steer them towards the collective vision.

- One of the **first** priorities is to reconfigure critical new relationships and patterns of engagement between the elected local governments and civil society.
- A **second** priority is to overcome the separation between spatial planning and economic planning. Steps must be taken to embed economic development targeted to the disadvantaged urban populace within integrated spatial and socio-economic planning frameworks.
- A **third** priority is to ensure that integrated planning determines projects which are approved and which elements are targeted within urban development, rather than the reverse situation where large urban development projects drive the planning.
- A **fourth** priority is to ensure successful land reform through land restitution, land redistribution and tenure reform by integrating government policy and delivery systems and developing cooperative partnerships between the government, NGO's and the private sector.
- **Lastly**, an examination and clarification of intergovernmental relationships needs to be undertaken.

4.2.24 To ensure that these priorities are met, programmes need to be designed in terms of the goals and focus areas. Programmes have to ensure that development is implemented in an integrated manner so as to bring about better living and working environments. GEVDI, in partnership with other stakeholders, should therefore be able to design and implement appropriate programmes and projects within the broad framework of this document. Projects must accordingly be managed in the context of these programmes in order to ensure that they meet the overall policy objectives.

4.2.25 In moving forward, it is critical to examine the performance management of GEVDI and how it optimizes its position in terms of the five dimensions of governance, authority, compliance, competence and relationships.

[a] Governance:

The dimension of governance refers to the way in which an organisation makes decisions, oversees its obligations, and provides direction and guidance to management (internal accountability). The extent to which an organisation has to create a governance structure (rather than slotting into existing set-up) gives some indication of the degree to which it is autonomous and independent.

[b] Authority

The dimension of authority refers to the way in which the organisation is empowered to act, whether by virtue of law, founding documents or mandates given.

[c] Compliance

Compliance refers to the external accountability of the organisation: how it meets its contractual obligations. An organisation identifies the compliance requirements either by defining a specific mandate or by formal contract. An agreement must be coupled with a monitoring system used by the principal parties, where information received can be effectively processed and used.

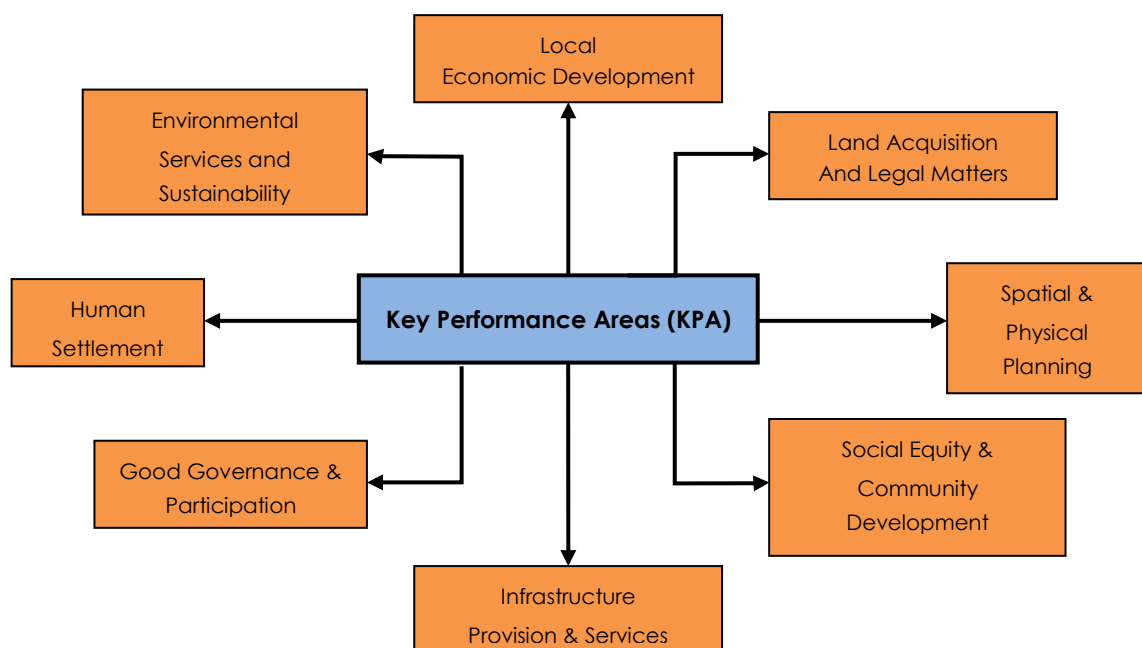
[d] Competence

Competence refers to the ability of the organisation to deploy resources and deliver. It therefore includes the skills available to the organisation as well as its legal ability to assemble and mobilise resources (people, technical support systems and facilities).

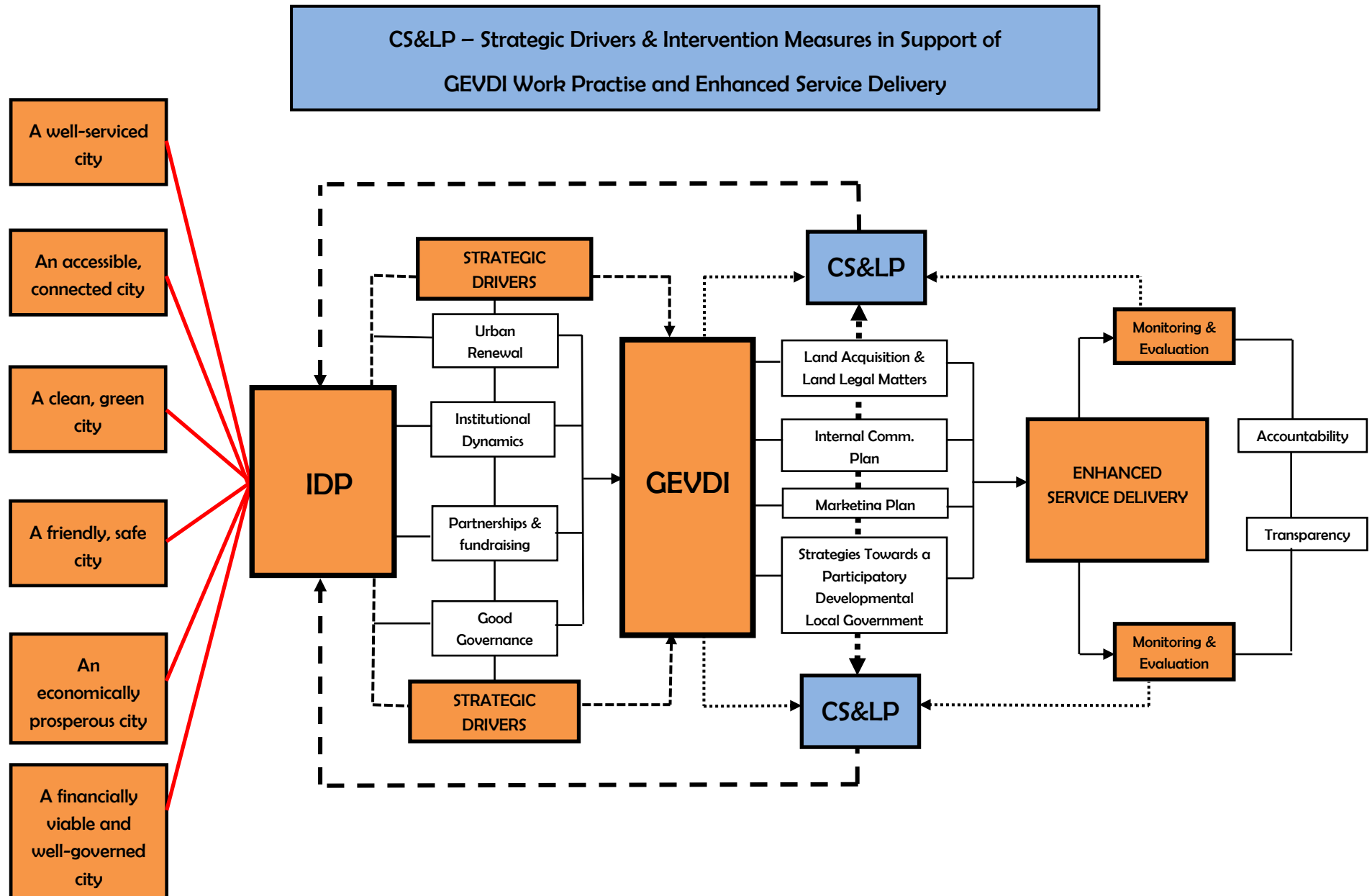
[e] Relationships

The dimension of relationships refers to the way in which the organisation interacts with a variety of stakeholders, authorities and funders.

- 4.2.26 In all this, performance management is presented as a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set. The municipality must have clear goals and specific targets of what has to be done to make sure the goals are achieved. Every department and staff member should be clear what they have to do and how their performance will contribute to achieving overall goals and targets. Performance of individuals, departments and the municipality as a whole should be monitored to make sure the targets are met. As such, Performance management is of critical importance to ensure that plans are being implemented, that they are having the desired development impact, and that resources are being used efficiently. The municipality adopted the process related to the Service Delivery and Budget Implementation Plan (SDBIP) as the OPMS. As part of the reporting process on the SDBIP, the municipality has introduced a process for reporting against pre-determined objectives and Key Performance Indicators (KPIs) that are contained in the approved Service Delivery and Budget Implementation Plan (SDBIP). In the context of GEVDI, the Key Performance Areas [KPA's] and the implementation of projects are explored herein towards the delivery of an integrated corporate strategic development agenda [which then sets the stage for the implementation of the CS&LP].
- 4.2.27 In so saying, what follows is an attempt by the Communication Strategy and Liaison Plan to align the delivery of GEVDI with the IDP, which expresses a defined work mandate. To begin with, the CS&LP has sought to consolidate the linkage and work activities between the IDP and GEVDI into four Strategic Drives [viz: Urban Renewal, Institutional Dynamics, Good Governance and Partnership and Funding – which elements are discussed further herein]. In so doing, the CS&LP is able to capture, in essence, the manner and way in which GEVDI goes about its business in achieving its objectives. By the same token, the approach allows the CS&LP to unpack specific details and achieve an in-depth understanding of the project context. It is against this background that critical communication intervention measures may be explored. This is then married against the KPA's introduced by GEVDI to achieve its work mandate [presented hereunder]. Consequently, the translation of the KPA's into specific work projects which define the shape and form of GEVDI are recorded in the tables that follow.

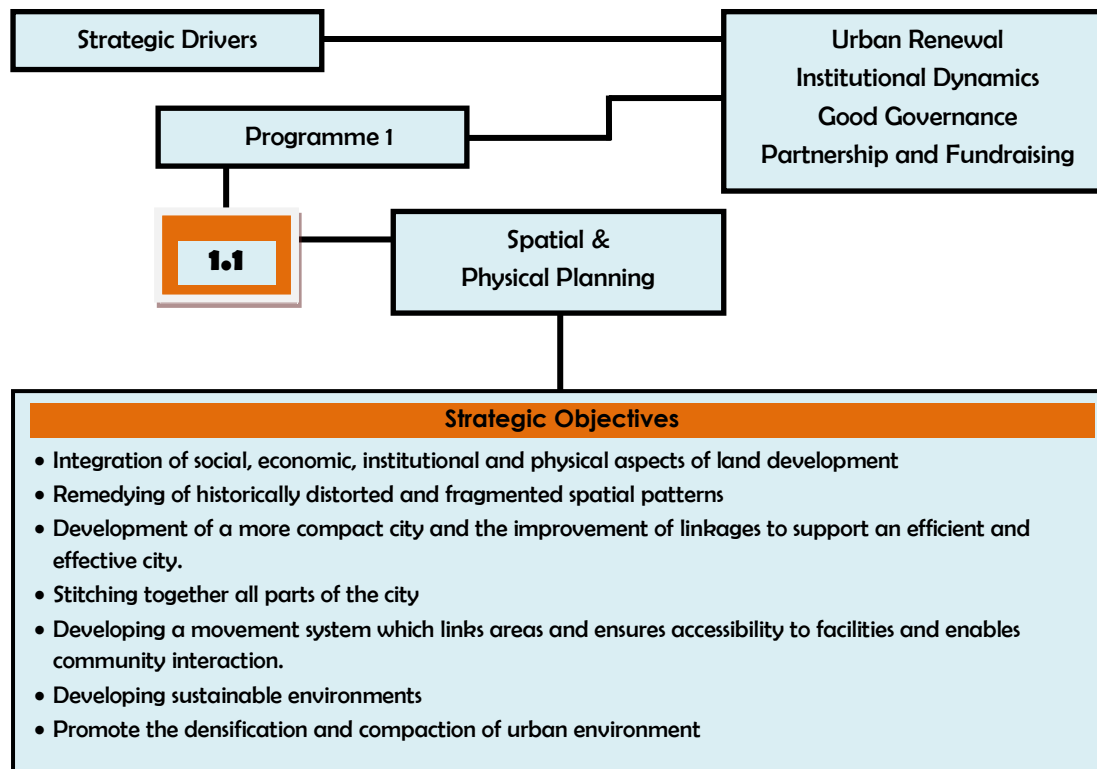


- 4.2.28 Having regard to the work activities of GEVDI [as reflected in the tables that follow], critical intervention areas are identified to support and enhance the performance of GEVDI, which include the following:
- Land Acquisition and Land Legal Matters
 - Internal Communication Plan
 - Marketing Plan
 - Strategies towards participatory development local government.
- 4.2.29 These are now reflected in the flow diagram herein and forms the basis for monitoring and evaluation. To this end, specific communication measures are introduced in respect of the intervention areas identified.
- 4.2.30 The above outcomes provide strategic focus and do not cover the whole of GEVDI work and activities. This does not mean that the other work of GEVDI that is not directly related to outcomes should be neglected. In this context, the primary purpose of the CS&LP is to:
- Capture the desired outcomes in terms goals and objectives.
 - Confirm the set of indicators that will be applied to measure the progress being made to achieve the desired outcomes.
 - Agree on the targets and the GEVDI growth path in respect of each of the indicators.
 - Agree on the strategic interventions required to achieve the set targets.
 - Describe the catalytic projects in support of the interventions, where possible
 - Agree on the monitoring, evaluation, reporting and review framework of the plan.
- 4.2.31 The overall intention of GEVDI is amongst others to guide and manage urban development and growth, and to balance competing resources and land use demands, by putting in place a long-term, logical development path that will shape the future of Edendale. The immediate focus is on the land acquisition programme and the need to aggressively advance the programme. This is used as a point of departure to shape the product output of the CS&LP and the introduction of key strategic interventions to accelerate land acquisition programme. Here, it is noted that a number of interventions have been made by GEVDI to strength the programme, which include:
- the replacement of negotiators with social facilitators,
 - appointment of land transaction advisor,
 - appointment of programme manager GEVDI,
 - preparation of a willing buyer willing seller list and
 - the appointment of a communication team
- 4.2.32 In response to the present challenges of the Land Acquisition Programme, the CS&LP has identified a need:
- For clear communication channels between municipalities and community based structures.
 - To transform the relationship of mistrust that currently exists between all participatory agents.
 - To facilitate a flow of information
 - Encourage municipality outreach programmes
 - For capacitation of municipalities and stakeholders working on issues of community consultation
 - To make IDP representatives forums proactive and accessible to people
 - To educate communities and address apathy and
 - To build networks with stakeholders and practitioners



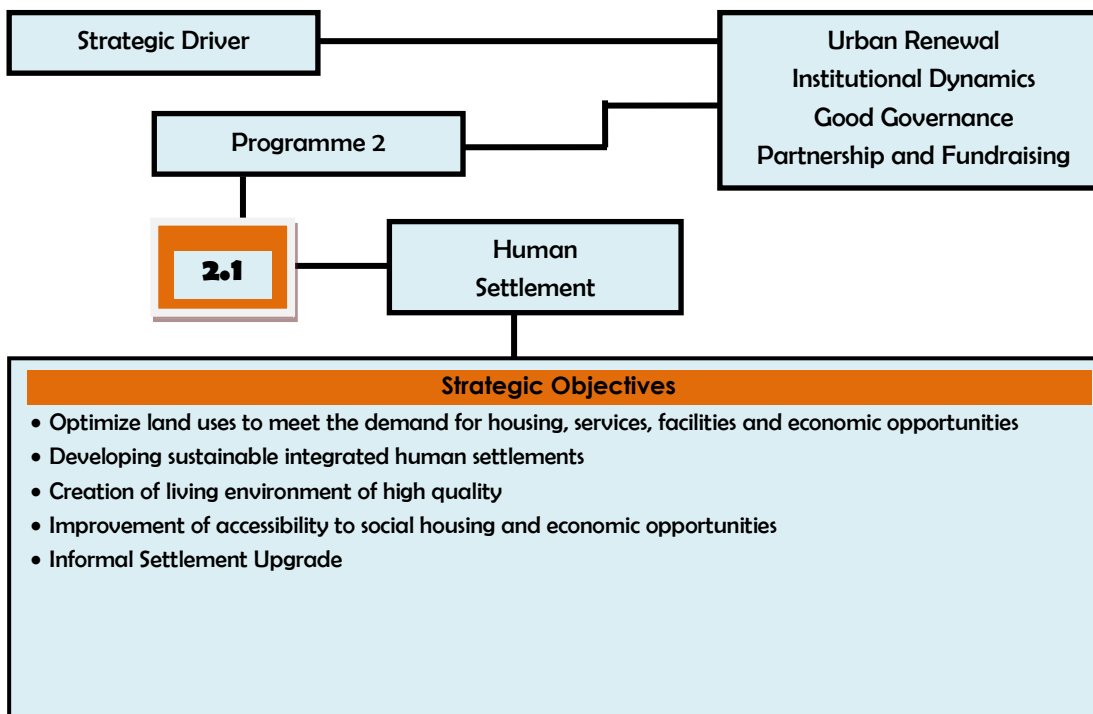
- 4.2.33 With the foregoing in mind, the Communication Strategy and Liaison Plan seeks to promote governance by:
- Enhancing effective decision-making, oversight, accountability and inclusive governance processes.
 - Strengthening good governance and improving the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.
 - Sustaining the City's financial position because a public finance represents one of the most important foundations of a municipality's governance.
 - Supporting and improving oversight structures by strengthening performance management system and enterprise risks and performance audit processes.
 - Enhancing participatory community based planning approach, budgeting, strengthening participatory governance; and innovative communication and marketing.
 - Entrenching Batho Pele principles in the Municipal workforce
- 4.2.34 Finally, for the efficacy of community consultation, participatory mechanisms should acknowledge that participation is not a once off process but rather an ongoing process that should engage multiplicity of stakeholders, including the poor in the preparation of the budget of local governments. The participatory process of decision making will not strengthen public-private partnerships but also translate into major beneficial consequences: efficiency, equity, good governance and sustainability in the planning and management of community affairs. The transformation of the local government system has taken place within a framework that endeavours to spearhead public participation as a cornerstone of local democracy and development. As a new phenomenon, public participation is still faced with numerous challenges. The roles and responsibilities of the various stakeholders involved in the quest for development and participation must be defined.
- 4.2.35 In so saying, the CS&LP seeks to find sustainable solutions within Inter-governmental alignment, innovation and partnerships. Ultimately, the Strategy promoting social cohesion and moral regeneration to build bridges between people, their respective cultures and faiths and also to contribute to nation building and social cohesion.

Vision Statement:	A Friendly, Safe City
Goal:	By 2030 Msunduzi is a city with strong, welcoming, caring and diverse communities living in a variety of friendly, safe neighbourhoods.
Value Statement:	Separate development of the past will be forgotten as the city proactively promotes and practically engineers social cohesion across all its objectives, geographic spread, racial groupings, class identities, religious formations and political affiliations.
National KPA:	Spatial Development Framework And Environmental
KZN PGDS KPA:	Spatial Equity
City Development Strategic Objective:	To ensure the effective management of land uses within the Msunduzi Municipality by the preparation of the Local Area Plans as a part of the reviewing of the SDF and the extension of the Town Planning Scheme as a part of Land Use Management System



GEVDI: Consolidation of Project and Planned Initiatives	
Edendale Extension of Town Planning scheme	
Imbali Educational Precinct	
Urban network strategy and Precinct Plan	
Edendale Corridor Framework Plan	
Edendale/Northdale Corridor Study	
Physical Development Frameworks	
Land Use Management System [LUMS]	
Land Audit and Land Use Survey	
GIS,WEB Design and Maintenance	
Ward Priority Development Plans	
Revision of SDF/PDF	
Special Consent and Building Plans	
Revitalization Plan- Old Edendale road	
Imbali Mixed Use Investment Precinct	

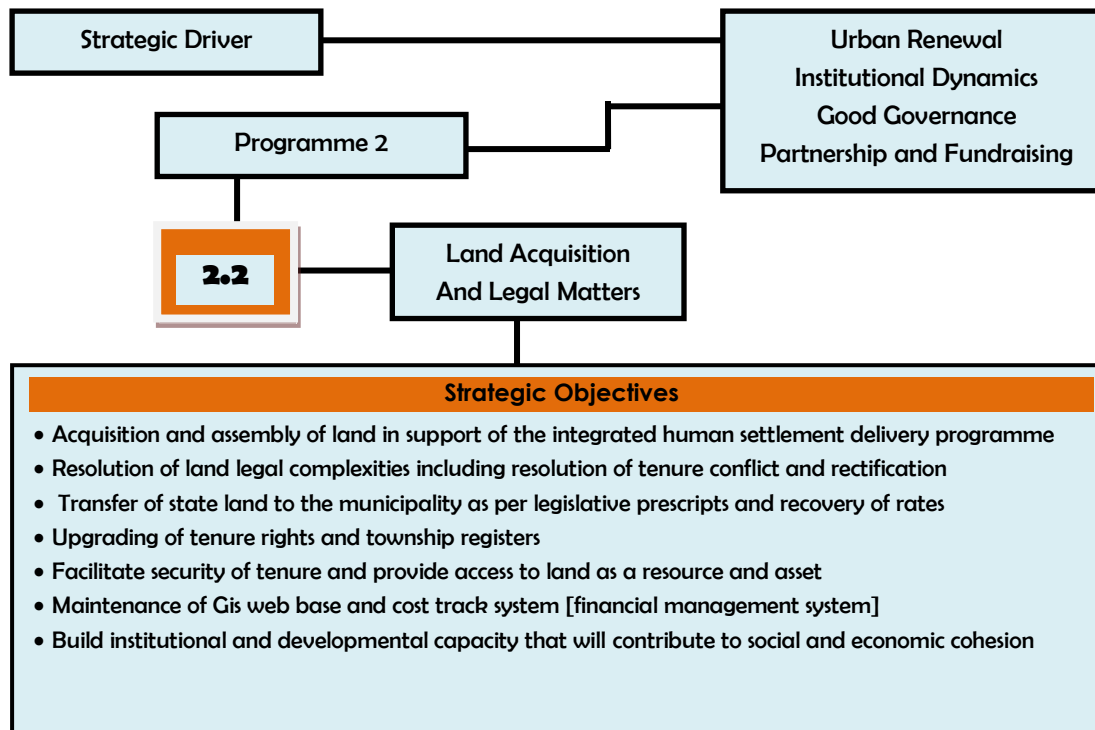
Vision Statement:	An Accessible And Connected City
Goal:	By 2030 Msunduzi is a city with sufficient and well-maintained road, rail and other physical infrastructure serving all residents whether they use public or private transport modes. It has layers of diverse transport networks interconnecting at centres and internal urban hubs. Human settlement initiatives reduce housing backlogs and eliminate spatial separation by racial categories. Telecommunications and information technology is universally accessible and reliable. Social infrastructure, focussed on educational, health and recreational facilities meets all communities' needs.
Value Statement:	Housing backlogs are significantly reduced with human settlement patterns reflecting inclusive demographics.
National KPA:	Good Governance & Public Participation
KZN PGDS KPA:	Human And Community Development
City Development Strategic Objective:	To eradicate the housing backlog by 2014 and to improve the living conditions by providing incremental housing solutions with access to basic services, secure tenure, quality homes, and human settlements including improving accessibility and social facilities such as parks, swimming pools, sporting facilities, etc.



GEVDI: Consolidation of Projects and Planned Initiatives	
Establishment of Five Priority Housing Projects	
Municipal Housing Programme [Edendale]	
Establishment of Social Restructuring Zones	
Shenstone Ambleton [City with a City Concept]	
Revitalization Plan - Georgetown	
Msunduzi Housing Sector Plan	

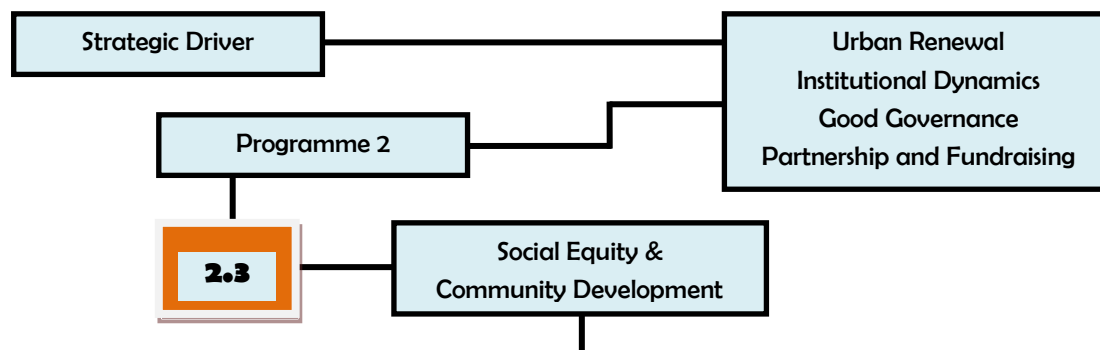
Vision Statement:

An Accessible And Connected



GEVDI: Consolidation of Projects and Planned Initiatives

Land Acquisition Programme	
Expropriation of deceased estates	
Land Legal Issues – Private Road Reserve	
Upgrade of land tenure	
Transfer of state land to Municipality	
Tenure Conflict	
Tenure Rectification	

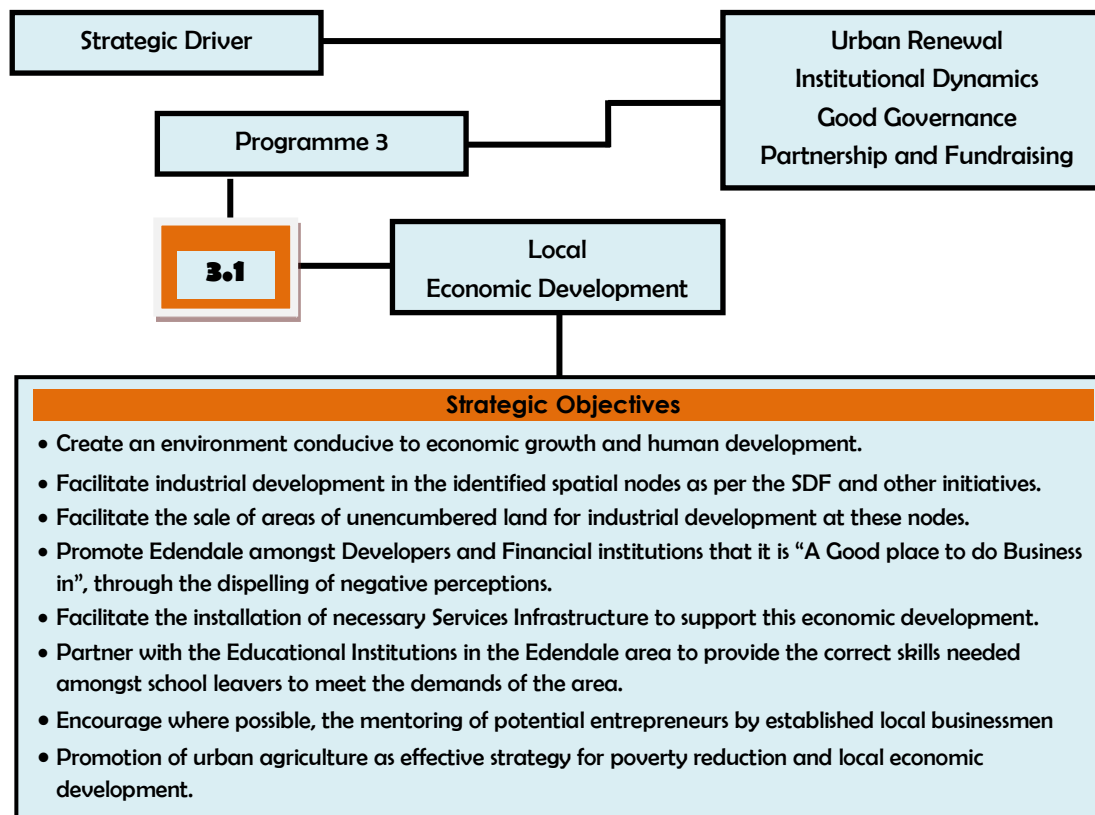
Vision Statement:**An Accessible And Connected****Strategic Objectives**

- Support community empowerment and participation in order to meet socio-economic, environmental, cultural and the special needs of the community.
- Work actively to enhance the leadership capacity of community members, leaders, and groups within the community.
- Use full range of participatory strategies to work towards the long-term sustainability and well-being of the community
- Promotion of early childhood development centers as resources of care and support for poor and vulnerable children.
- Promotion and support for Home-Based Care in the struggle against HIV/AIDS and other opportunistic diseases.
- Promotion of Youth Centers for sustainable youth development programmes.
- Ensure equitable service delivery in all communities.
- Promote Cultural Heritage
- Promote active and representative participation towards enabling all community members to actively influence municipal decisions that affect their lives in line with developmental local government.
- Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with people-centered development.

GEVDI: Consolidation of Projects and Planned Initiatives

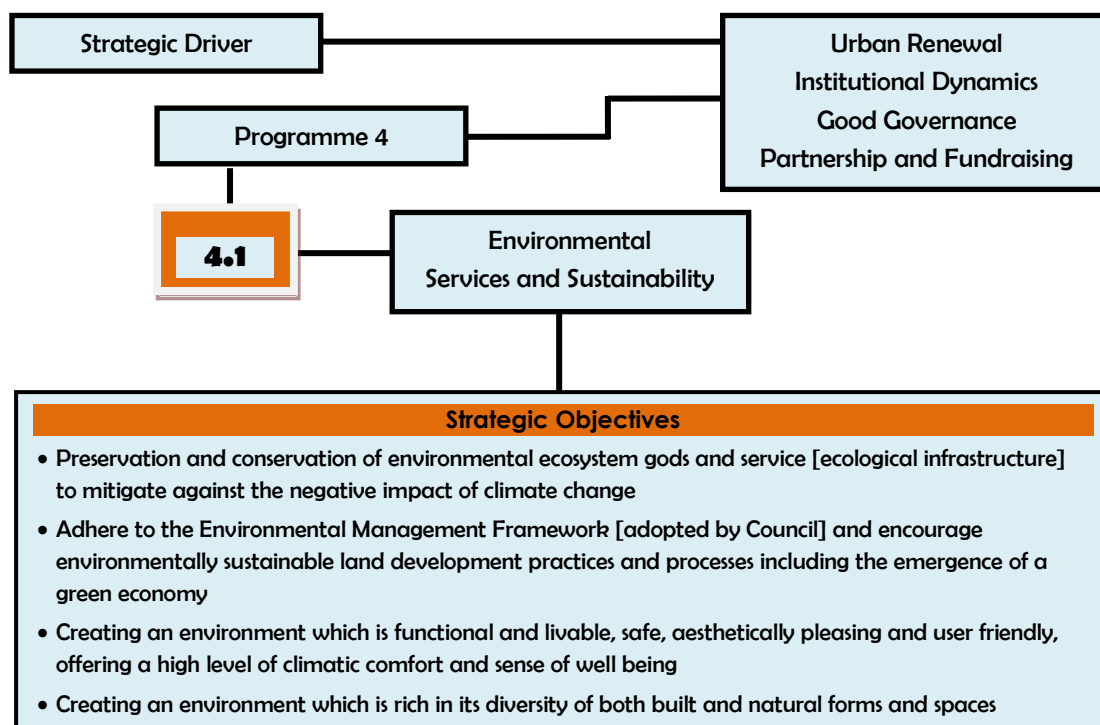
Early Childhood Development	
Youth Development Capacity Building	
Quality Schools Project	
Ward and Community Profiles	
Cultural Projects	
Community Based Planning [CBP]	
Oral History Programme	
Photographic Exhibition	
Edendale Poverty Reduction Profile and Strategy Framework	
Constitution and Registration of CBO, NGO	
Nelson Mandela Speech Day	
Edendale School Choir and Music Festival	
Community Development Learnership	

Vision Statement:	An Economically Prosperous City
Goal:	By 2030 Msunduzi is a city with a flourishing business environment, with people exercising their entrepreneurship across the full spectrum of commercial, public, scientific, educational and charitable enterprises.
Value Statement:	The city absorbs young people into a job creation social compact between the council, private businesses and the non-profit sector – with the support of institutions of learning & By 2030 Msunduzi will have a strong, diversified and resilient economy, using its competitive advantages to deliver prosperity, high employment and quality jobs for all the city's residents.
National KPA:	Local Economic Development
KZN PGDS KPA:	Job Creation & Spatial Equity
City Development Strategic Objective:	To provide a flourishing business environment and job creation



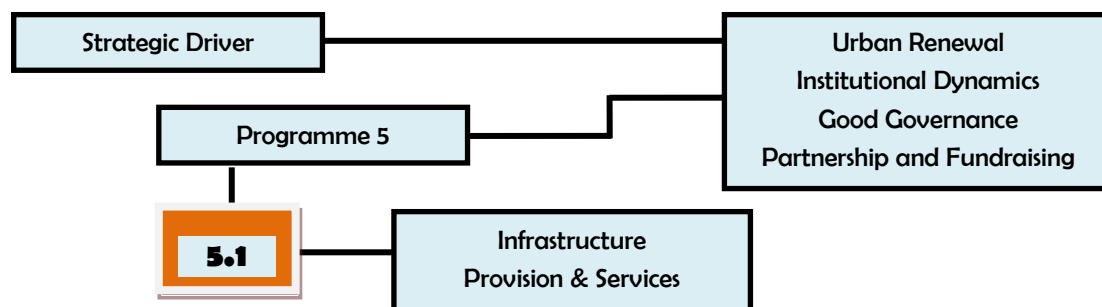
GEVDI: Consolidation of Projects and Planned Initiatives	
Black Business Supplier program	
Dlulsumlando Heritage Project	
Establishment of SMME Incubator: Imbali	
Imbali Education Precinct	
Ekhorsini Livestock Market	
Edendale water fall project	
Establishment of Freight Village	
Establishment of ICT Hub	
Noshezi Forest Community Project	
Edendale Urban Agricultural Development Strategy	
Establishment of Market Gardens and Agricultural centre	
Waste and Recycling Project	
Business Support Programs [including skills development and training]	
Tourism Development Initiatives	
Nguni Cattle Project	

Vision Statement:	A Clean, Green City
Goal:	By 2030 Msunduzi is a city protecting our natural environment, our native plants and animal habitats, limiting pollution, greening the city and using our natural resources such as water, wisely. The clean, green city, harnesses our renewable energy supply, public open space creation project and urban renewal and greening programme to these ends.
Value Statement:	Msunduzi has widespread use for renewable energy supplies, including but not limited to: solar, wind and hydro power. The city continually increases investment in delivering more sustainable energy technologies. Businesses use energy efficiently prioritising low carbon emission sources. Alternative energy sources are mainstreamed in new human settlement development for all communities and energy efficiency required in building plans.
National KPA:	Spatial Development Framework And Environmental
KZN PGDS KPA:	Environmental Sustainability
City Development Strategic Objective:	Develop adaption strategies to address climate change risks and implement review strategies



GEVDI: Consolidation of Projects and Planned Initiatives	
Environmental Management Framework[EMF]	
Strategic Environmental Assessment [SEA]	
Hydrological Study for all River Catchment in the City	
Establishment of Edendale Central Park	
INR : Greater Edendale Environmental Assessment	
Dambuza Donga Rehabilitation	
Edendale Flood line Study	
Edendale greening programme	
Alien vegetation eradication	

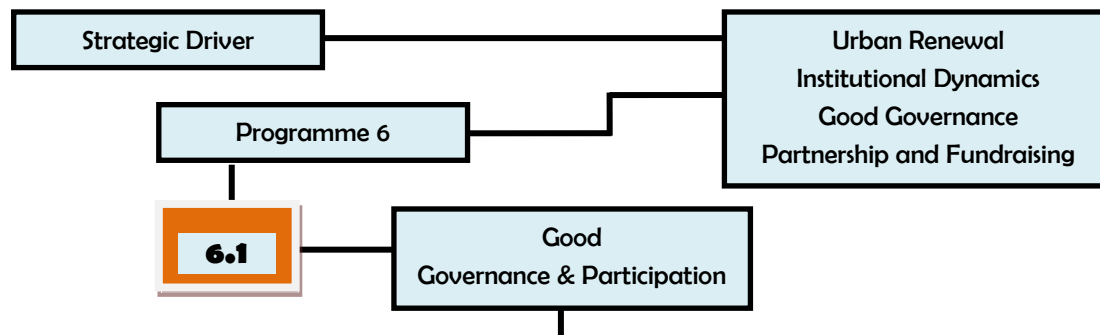
Vision Statement:	Well Serviced City
Goal:	By 2030 Msunduzi is a city serviced with quality water and sanitation reticulation, uninterrupted, adequate energy supply and regular waste removal- for ALL neighbourhoods, communities and centres of business.
Value Statement:	City-wide infrastructure and service delivery provides a reliable, high quality supply of water, sanitation, energy and waste services – to all.
National KPA:	Basic Service Delivery & Infrastructure Investment
KZN PGDS KPA:	Strategic Infrastructure
City Development Strategic Objective:	To provide access to Water, Sanitation, Electricity, Solid Waste, Roads



GEVDI: Consolidation of Projects and Planned Initiatives	
Planned infrastructure projects	
Maintenance and service programme	
Investigation Report on Services and Infrastructure	
Special Projects [IRPTN]	

Strategic Objectives
<ul style="list-style-type: none"> • Promotion of provision of adequate funding to repair neglected infrastructure on an annual and ongoing basis • Integration of spatial development needs and technical constraints to ensure safe and environmentally friendly development • Development of a hydrological modelling tool for all river catchments to enable better planning decisions to be made for the entire city • Promotion of adequate service standards for all new infrastructure installed in the future • Facilitation of projects to reduce service backlogs in the GEDI area • Sourcing of any funding to enable backlog eradication projects to be implemented in the GEDI area • Acquisition of all necessary Private road servitudes by the Council to enable the road network to be upgraded

Vision Statement:	A Financially Viable And Well- Governed City
Goal:	By 2030 the Msunduzi municipality is a financially sound and well governed institution delivering on its legislative mandates and offering residents of the municipality value for their rate payments.
Value Statement:	By 2030 Msunduzi will have a civil society that actively participates in and contributes to sound decision making ensuring greater accountability of Councillors and Officials.
National KPA:	Good Governance & Public Participation
KZN PGDS KPA:	Governance And Policy
City Development Strategic Objective:	Licensing of business and enforcing of bylaws



GEVDI: Consolidation of Projects and Planned Initiatives	
GEVDI: Business Case and Strategic Plan	
Development and Marketing Portfolio	
Various Partnerships	
Ward Development Challenges and Priority Issues	
Establishment of Edendale Ward Councillors Forum	
Councillor Capacity Building	

Strategic Objectives
<ul style="list-style-type: none"> • Encourage the development of PPP partnerships in order to strengthen relationships between Council and various communities • Build longer term partnerships that build capacity within communities and ensure permanent job security and financial sustainability • Access donor funding to assist development of the GEVDI area. • Investigate the introduction of a City, Community Challenge Fund (Triple C fund) within communities to fund smaller development projects by the communities themselves • Develop various types of Partnerships within the GEVDI area between Public, Private and NGO partners to enable various projects to be instituted that are sustainable in the long term. • Conduct research into what forms of donor funding is available from whatever sources that can be accessed for the betterment of the people of the GEVDI area.

5. Monitoring and Evaluation

5.1 Definition: Monitoring and evaluation

5.1.1 An effective state is essential to achieving sustainable socio-economic development. There are growing pressures on governments and organisation around the world to be more responsive to the demands of internal and external stakeholders for good governances, accountability and transparency, greater development effectiveness, and delivery of tangible results. Governments, Parliament, citizens, the private sector, on governmental organisation (NGO's), civil society, international organisation, and donors among the stakeholder interested in better performance.

5.1.2 As demands for greater accountability and real results have increased there is an attendant need for enhance result-based monitoring based and evaluation of policies, programmes, projects. Monitoring and evaluation (M&E) is a powerful public management tool that can be used to improve the way governments and organisation achieves results. Just as governments need financial, human resource, and accountability systems, governments also need monitoring systems (Goldman, Ntakumba, Jacob, 2013). Monitoring and evaluation are operational tool that permit the institutional an management to compare the progress of work against planned activities, detect deviations, identify bottlenecks and take corrective action while implementation is in progress (Ijeoma 2009:346).

[a] Monitoring

"A continuing function that uses systematic collection of data on specific indications to provide management and stakeholders of an ongoing development intervention with indications of extent of progress and achievement of objectives and progress in the use of collected funds." (OECD, 2002). "Monitoring is a continuous process of collecting data and analysing information to compare how well a project, programme or policy is performing against expected results" (Rist, 2011). "Monitoring involves the collection, analysing and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It is usually reports on actual performance against what was planned or expected" (Presidency, GWM&E, 2007).

"Monitoring involves the tracking of inputs, processes and outcomes against indicators and the modification of these processes and activities as well when necessary" (PALAMA, 2011). As it can be seen above, these are contested definitions of what monitoring is all about. There are however, key aspects that are essentially common to the above definitions. These include the fact that:

- It is a continuous process
- It is and management function
- It involves data collection and analysis thereof;
- It focus is on assessing how well the project and/or programme is doing

[b] Evaluation

"Evaluation is a systematic collection and objective analysis of evidence on public policies, programmes, projects and originations to assess issues such as the relevant performance (effectiveness and efficiency), value for money, impact and sustainability and recommend ways forward" [National Evaluation Policy Framework, Presidency 2011].

The aim to determine the relevance and fulfilment or objectiveness, development efficiency, effectiveness, impact and sustainability. Evaluation should provide information that is credible and uses full, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors...“Evaluation also refers to the process of determining the worth or significance of an activity, policy or programme. An assessment, as systematic and objective as possible, of a planned, on-going or completed development intervention” It is evident that there are different meanings to what evaluation is all about. Like in monitoring, there are common aspects in all the definition. These include:

- Periodic process
- Systematic and /or methodological process
- Primary focus is on assessing the worthiness of a particular intervention

5.2 Citizen Based Monitoring

5.2.1 Citizen Based Monitoring (CBM) is an approach to monitoring government performance that focuses on the experiences of ordinary citizen in order to strengthen public accountability and drive service delivery improvements. It places citizens as active participants in shaping what is monitored, how the monitoring is done and what interpretations and action are derived from the data. It is being piloted by the DPME 2013-2015. CBM is about routine mechanisms to bring the voice of the citizen to the service delivery process. Here are a range of instruments and approaches that have been developed and used around the world, as well as in South Africa. These include citizen report cards, social audits, and community monitoring and public hearings. Citizen based monitoring can be initiated by government done through partnership between civil society and government, be undertaken independently of government. Many of the instruments and methodologies have emerged from civil society- led initiatives that draw on reach participatory methodologies.

5.2.2 Currently much of government monitoring sees information sent upwards to central national collection points. This information is then analysed and presented to top level decision makers who adjust policy and programmes in an effort to influence outcomes on the ground. Citizen-based monitoring shift the emphasis to focussing on building local level accountability through the co-production of monitoring information by citizens and front line officials. It is not designed to replace, but rather enhance, governments existing monitoring systems.

5.2.3 The experiences of citizens –intended beneficiaries of government- services are a critical component of measuring the performance of government and the delivery of appropriate and quality services. Currently the emphasis of governments monitoring is on internal government processes and the voice of the citizen is largely absent; this is a risk as the picture is not complete. Its therefore necessary to uptake support the uptake of systematic ways to ring the experience of citizens into the monitoring of services. CBM does not duplicate or replace existing public participation structures or processes (e.g. community development workers, ward committees, etc.), but rather offers the potential to strengthen the monitoring capacity of these, providing and methodologies to strengthen public participation in monitoring. Citizen-based monitoring activities may also take place outside of existing public participation structures.

5.2.4 Citizen-based monitoring can employ collective and /or individual-driven accountable mechanisms. Some of the tools for monitoring and citizen feedback are targeted to individuals (surveys, call centres, complaints systems) while other instruments are more collective-oriented (Social audits, public hearings).

5.3 Types of Evaluation

5.3.1 Different approaches suit different contexts and require different capacities and resource (Presidency, 2013).

Types of Evaluation	Covers	Timing
Diagnostic evaluation	This is a preparatory research (often called ex-ante evaluation) to ascertain the current situation prior to an intervention and to inform intervention design. It identifies what is already known about the issues at hand, the opportunities to be addressed, causes and consequences, including those that the intervention is unlikely to deliver, and the likely effectiveness of different policy options. This enable the drawing up of the theory of change before the intervention is designed.	At key stages prior to design or planning
Design evaluation (Performance logic-chain and pre-implementation assessment)	Used to analyse the theory of change, inner logic and consistency of the programme, either before a programme starts, or during implementation to see whether the theory of change appears to be working. This is quick to do and uses only secondary information and should be used for all new programmes. It's also assesses the quality of the indicators and the assumptions.	After an intervention has been designed, in first year and possibly later.
Implementation, evaluation (process implementation evaluation)	Aims to evaluate whether an intervention operational mechanism support achievement f the objectives or not and understand why. Looks at activities, outputs, outcomes, use of resources and the casual links. It builds an existing monitoring system, and is applied during programme operation to improve the efficiency and efficacy of operational processes. It also asses the quality of the indicators and assumptions. This can be rapid, primarily using secondary data, or in-depth with extensive field work.	Once or several times during the intervention.
Impact evaluation	Seeks to measure changes in outcomes (and the wellbeing of the target population that are attributable to a specific intervention It purpose is to inform high level officials on the extent to which an intervention should be continued or not, and if there are any potential modifications needed. This kind of evaluation is implemented on case by case bases.	Designed early on baseline, impact checked at key stages e.g. 3/5 years
Economic Evaluation	Economic Evaluation considers whether the costs of a policy or programme have been outweighed by the benefits. Types of economic include: <ul style="list-style-type: none"> • Cost-effectiveness analysis, which value the costs of implementing and delivering the policy, and relates this amount to the total quantity of outcome generated, to produce a "cost per unit of outcome "estimate (e.g. cost per additional individual placed in employment);and • Cost-benefit analysis (CBA), which goes further in placing a monitory value on the changes in outcomes as well (e.g. the value of placing an additional individual in employment). 	At any stage
Evaluation Synthesis (Meta-evaluation)	Synthesising the results of a range of evaluations to generalise findings across government, e.g. a function such as supply chain management, a sector, or a cross- cutting issue such capacity. DPME will undertake evaluation synthesis based on the evaluations in the national evaluation plan and do an annual report on evaluation.	After a number of evaluations are completed.

5.4 GEVDI: Performance Management Measures

5.4.1 Monitoring and Evaluation: General Impact

This and the sections that follow attempts to move GEVDI beyond the rhetoric of integration and coordination and start putting into place clear procedures and systems for achieving these ideas. To begin with, a variety of outcomes are expected from GEVDI and these outcomes, which will reinforce and be reinforced by outcomes of the many other programs, will include, *inter alia*:

Economic development, arising directly and indirectly from the project
<ul style="list-style-type: none"> work opportunities during the project implementation; money 'injected' into the local economy; skills enhancement and skills development through an implementation strategy designed to build people's capacity through their engagement in the project; stimulating local businesses through procurement strategy sourcing from local suppliers and manufacturers; micro enterprise development opportunities through provision of traders' stalls; etc
Increased confidence to investment in development in Edendale
<ul style="list-style-type: none"> awareness of development opportunities created by the urban upgrading using public funding; improving property values; institutional and corporate interest in investing in the area (banks providing loans, retail and other enterprises establishing in the area); new investment in property development and improvements which can lead to further rounds of investment attraction investment decisions of private sector, not only in pursuance of optimal returns, but also in support of a shared economic vision of GEVDI
Social and community upliftment through involvement in the development and implementation process
<ul style="list-style-type: none"> meeting local residents' needs and aspirations through the project design and implementation because of public being engaged in discussing those matters
Pride of place from being associated with this major urban project and adjacent areas
<ul style="list-style-type: none"> an increasing sense of community ownership of their neighborhood because they are involved as it is improving; opportunity for a happy association with this urban environment that is presently of poor quality, under-resourced and uninspiring
Access to a range of (possibly) higher order, high quality environment of social and economic resources that are part of the development concept
<ul style="list-style-type: none"> improved facilities for street traders in an attractive, safe environment for a better customer service; street furniture in spaces to stimulate informal, spontaneous social interaction; infrastructure, like shelters and bus stops, supporting an enhanced public transport service Spatial principles that will direct growth and development in GEVDI, such as inter-alia, principles of sustainability, the need to address historic spatial imbalances, curbing urban sprawl and differentiated levels of infrastructure provision
Showcasing the Edendale area as a desirable investment and development destination
<ul style="list-style-type: none"> Possibly promoting local enterprise (e.g. through procurement focused on local manufacture and supply); Increase local circulation of money and Enhancing local property values and incentive for private development investment following investment in public infrastructure.
Budgeting processes of all spheres of government to ensure that government creates an environment conducive for development in the priority area
<ul style="list-style-type: none"> Aligns the resources and capacity of the Municipality with implementation of the GEVDI programme and Which form the policy framework and general basis on which annual budgets must be based. Public investment and funding can be used creatively to attract private investment to unlock social and economic potential

<ul style="list-style-type: none"> • Preparation of a Resource and Risk Management Plan. As part of this plan, a maintenance programme for the GEVDI area be determined.
The obvious one of physical improvements, amenity and aesthetic due to the urban upgrading
<ul style="list-style-type: none"> • road and sidewalks remade and surfaced in attractive finishes; • new road marking, traffic control measures, pedestrian crossings; • trees and shrubs planted along the margins of the road reserves; • street lighting and furniture inviting public use in the day and at night; • spaces, street furniture and shelters where passengers of public transport can arrive or leave from;
Creation of employment opportunities and circulation of capital
<ul style="list-style-type: none"> • Fast-track existing SMMEs that exhibit a good potential for growth into the mainstream of the formal economy. • Foster linkages between black-owned SMMEs and corporate and public sector enterprises. • Complement current affirmative procurement and outsourcing initiatives in the corporate and public sector enterprises. The promotion of conditions for the broadening of Black capital formation and business development
Capital formation amongst PDI and broad-based black economic empowerment
<ul style="list-style-type: none"> • Promoting economic transformation in order to enable meaningful participation of black people in the economy; • Achieving a substantial change in the racial composition of ownership and management structures and in the skilled occupations of existing and new enterprises; • Increasing the extent to which communities, workers, cooperatives and other collective enterprises own and manage existing and new enterprises and increasing their access to economic activities, infrastructure and skills training; • Increasing the extent to which black women own and manage existing and new enterprises, and increasing their access to economic activities, infrastructure and skills training; • Promoting investment programmes that lead to broad-based and meaningful participation in the economy by black people in order to achieve sustainable development and general prosperity; • Empowering rural and local communities by enabling access to economic activities, land, infrastructure, ownership and skills; and • Promoting access to finance for black economic empowerment
Property can be sold or let by Private Treaty. These special circumstances apply to the following categories of properties
<ul style="list-style-type: none"> • The sale of Municipal land, involving Black Economic Empowerment in partnership with foreign investors. • Municipal land for Community projects. • Municipal property for sale and hire to registered business co-operatives established in terms of the Department of Economic Affairs, Environment and Tourism Initiative in Kwa-Zulu Natal. • Previously disadvantaged areas identified by the Municipality, where the local economy is stagnant and remedial steps will require special treatment.
Seeking and implementing sustainable solutions to poverty and underdevelopment
<ul style="list-style-type: none"> • While sound economic policies and a well-functioning labor market are essential for growth and employment generation, by themselves - they are not sufficient. To reap the benefits, the project seeks to invest in people, that is, develop the human capital which is essential for increasing productivity and moving people out of poverty. • Eradicating poverty is the highest priority in government's efforts to build a better life for all. The broad goal of poverty eradication is to develop individuals, families and community capacities to improve their livelihood system [i.e. the creation of sustainable livelihoods and cohesive communities]. • Community involvement, participation and ownership are a critical component in the financial sustainability of the project. The IDT will therefore assist the Msunduzi Municipality in social facilitation and mobilization so that participation by the community is ensured thus reducing possible future conflicts and misunderstanding and also ensuring community ownership of the development intervention.

5.4.2 M&E: Land Acquisition Process

Tranche Identification
No of Properties Per Tranche
No. of Ownership Shares
No of properties LAC previously resolved to purchase
Valuation
Instruct 2 independent Valuers to value properties to be acquired
Receive back valuation reports with values from Valuers
Assess valuation reports to check if they comply with DoHS policy as in MOA
<i>Refer valuation reports back to Valuers if the values are not within 10%</i>
<i>Receive back amended valuation reports</i>
<i>Assess amended valuation reports</i>
<i>If amended valuation reports are still not within 10 % then instruct 3rd independent Valuer</i>
<i>Receive back 3rd valuation reports</i>
<i>Assess 3rd valuation reports</i>
Submit values to Municipal Estates Manager for approval
Receive back approved valuation reports from Municipal Estates Manager
Instruct 2 independent Valuers to value properties to be acquired
Receive back valuation reports with values from Valuers
Assess valuation reports to check if they comply with DoHS policy as in MOA
<i>Refer valuation reports back to Valuers if the values are not within 10%</i>
<i>Receive back amended valuation reports</i>
<i>Assess amended valuation reports</i>
<i>If amended valuation reports are still not within 10 % then instruct 3rd independent Valuer</i>

<i>Receive back 3rd valuation reports</i>
<i>Assess 3rd valuation reports</i>
Submit values to Municipal Estates Manager for approval
Receive back approved valuation reports from Municipal Estates Manager
Facilitators
Instruct Facilitator to establish contact and facilitate the signing of sale agreement
Receive back reports per property with facilitators comments per ownership share.
Peruse facilitators reports
<i>Is owner prepared to sign sale agreement with no further conditions</i>
<i>Is owner prepared to sign sale agreement with special conditions</i>
<i>Is owner unwilling to sell</i>
<i>Is owner uncontactable</i>
<i>Is owner deceased and has estate been reported</i>
<i>Is owner deceased and has Executor been appointed</i>
Prepare sale agreement with or without special conditions. This section of the report, reports on the owners that have come forward and will change as more owners come forward in time
Instruct Facilitator to attend to signing of sale agreement
Receive sales agreement signed by landowner from Facilitator
Send signed sales agreements to Municipality for signature
Receive back fully signed sale agreement from Municipality
Gevdi: Planning
Send Municipal Planning department all unwilling, uncontactable and deceased owners to establish if property is of critical requirement in the project area

Receive back the Municipal Planning department reports
Peruse planning comment and flag for either expropriation or flag as not to acquire
<i>Critical</i>
<i>Not critical</i>
<i>For critical flag for expropriation</i>
<i>For non critical flag to not acquire</i>
Expropriation
Prepare draft application to Municipality for permission to Expropriate (by supplying one or a list of properties or ownership shares). Note this number will increase as more properties are identified for expropriation
Send draft applications to Estates Manager for onward transmission to Council
Receive full Council resolution to expropriate from Estates Manager
Submission to DoHS Manager Contracts and Land Legal for powers to expropriate from MEC
Receive MEC authority to expropriate from DoHS Manager Contracts and Land Legal
Prepare draft notice of intention to expropriate (per share or property)
Publish or serve notice of intention to expropriate (per share or property)
<i>Receive Objections</i>
<i>Send expro objections to Municipality for consideration</i>
<i>Receive municipal instruction to proceed with expropriations that were objected to</i>
Publish or serve final notice of expropriation (per property).
Expropriate and take possession of property
Conveyancing
Instruct Conveyancer to attend to transfer. These are for owners who have come forward to sign sales agreements as well as owners which are being expropriated

Part E: Implementation Framework

1. Strategising Communication

1.1 The benefit and aims of strategising communication

- [a] Upon understanding the various channels and forms it is presented in and its vital role in governance, we should establish why strategising and planning for communication is so relevant. Strategic planning links organizational identity to productive potential, as it critically appraises an organisations internal structure and weaves a plan towards its cohesion, it can then venture on to gear the organisation, in its full operational muster, towards achieving all aims. A strategy answers 5 questions logic of "Who are we? Where are we now? Where do we want to be? How do we get there? and How do we measure our progress?
- [b] In understanding who we are, a clear agreement as to what the vision and mission of the organisation is established. A shared vision can help state departments, agencies, institutions, and programs redefine how services are provided and prepare to meet the demands of the future.
- [c] Internal/external assessment supports the "Where are we now?" part of the strategic planning process. It provides a baseline assessment of the organization. Further, by extending the internal/external assessment into foresight (that is, by anticipating the evolution of current conditions and identifying emerging issues), the internal/external assessment lays the groundwork for the "Where do we want to be?" part of the strategic planning process. Strategic issues tend to be those that do not fall neatly within the boundaries of a particular program; instead, they may impact several programs or the entire department or agency. Identifying these crucial concerns can help an organization focus on high priority goals for the organization as a whole. Strategies and action plans make up the "How do we get there?" part of the strategic planning process. Strategies indicate how objectives (and ultimately goals) will be achieved. Action plans detail tasks and timelines and assign responsibilities for the implementation of strategies.
- [d] Goals and objectives make up the "Where do we want to be?" part of the strategic planning process, following that, ' How do we measure our progress?' involves evaluation as an intrinsic part of strategising to determine what of the measurable objectives have been realised and what success they have had based on a pre-determined bassline. Monitoring and evaluation provides invaluable data, the outcomes of which determines whether communication strategists should return to their plan and modify it accordingly.
- [e] As we strategise for communications we are able to reflect upon, read and understand the public mood and in doing so our communication strategy and messages remain relevant for the target groups. Ideally, a strategy such as this should be interwoven through the fabric of each programme and every objective and in doing so serve as a matrix upon which success can ultimately be built. By having a clear vision of who the message is aimed at and in what manner it should be delivered, positive results become a palpable and measurable reality. Change is precipitated. A communication strategy relies heavily on monitoring and evaluation. Focus testing of messages and strategies is now an accepted part of any communications plan.

- [f] Government communicators must spend more time studying the public environment and developing strategies than on the operational tasks of the past, like writing pamphlets or preparing videos. It is the ongoing process of capturing and recording data and feedback and the fluid way in which a strategy morphs in response to these ever changing needs that truly helps an organisation succeed in mapping the way forward. Strategising for communication should therefore be taken seriously and these strategies should translate into concrete programmes that are supported by all including the highest office of the Municipality

1.2 Why does GEVDI need a communication strategy and liaison plan?

- [a] This document has evolved around two main aims the first is to resolve communication issues around the around the LAC programme, the second is to recognise that GEVDI ultimately exists, as per legislature, to fulfil the aims and objectives set by the IDP and as a structure that works as part of a greater whole towards a developmental and participatory democracy.
- [b] This plan should therefore be used as a tool to empower GEVDI to reach these goals, and in so saying is informed by certain key drivers, namely:
- Urban Renewal
 - Institutional Dynamics
 - Good Governance and Partnership and Fundraising

1.3 **Urban Renewal:** Why a communication strategy is necessary to further the aims of the LAC?

- [a] A communication strategy and plan focused on the **LAC programme** has been provided for based on the following motivators:
- It has been duly recognised that although GEVDI's programme is technically and theoretically sound that there is nonetheless a disjuncture between project design and realities on the ground.
 - The goal of the LAC is to acquire land in order to develop it, The objective of the LAC is to negotiate as many willing seller willing buyer contracts as possible and to
 - The desired outcome is currently being impeded by a lack of willingness from landowners to enter into discussions and agreements or negotiations. This has mainly been precipitated by a slow diffusion of information. It is the general perception of stakeholders that not enough communication has been invested into all the processes concerning expropriation and land acquisition. This was the topic upon which many explosive debates were leveraged at the previous land summit and it remains a palpably sensitive subject today.
- [b] Of the information and communication endeavours that have so far been employed, there remains a constant theme of apprehension and incertitude. The community is quickly becoming impatient with the unavailability of information on this subject, in addition to this, the pertinent issues that are conveyed, are done so in a manner that do not take into consideration the fact that most people involved do not relate to specific legal and technical terminology. They are looking for an understanding on issues pertaining to their cases and understandably feel discouraged when faced with a barrage of legal or planning jargon. As such, information is often trapped within the bounds of its own description or falls through the cracks and is permanently lost in literal and figurative translation.

- [c] Communication needs, the respective capacities and related information content as well as the respective skills need to be transmitted efficiently, that is as direct as possible, without misunderstandings or waste and should be adequate in language and contents for all the partners involved. The “traditional” linear, top-down model for communication is still very much in the heads of the actors and guides their behaviour, even though there is little or no evidence of the success of this approach. It is the responsibility of the municipality to ensure all different role players, namely, public, private and civil sector are committed to the development of the area and therefore a communication and strategy plan is vital to ensure all information is reaching its target audience and equipping stakeholders to make informed decisions and therefore encourage a receptiveness to this process. The information should be relevant and audience appropriate, should translate into a more successful delivery of results for the programme and by doing promote the municipality’s goal of urban renewal.

1.4 **Institutional Dynamics: Why strategising for internal communications should be an essential component towards reaching all goals?**

- [a] A communication strategy and plan focused on **internal communication** has been provided for based on the following motivators:
- A coherence of vision, mission, and voice is key, goals can only be attained when the roleplayers of an organisation are on the same page and approach any and all goals with an informed perspective. In state government, the management and staff of a particular programme may have a good idea of that program's identity, but they may never think about the vision, mission, and philosophy of the department as a whole or how their program fits into the overall department identity. Often, the focus is so exclusively on what is going on ‘out there’ that very little attention is given to what is going on within the organisation. Communicating and sharing information with colleagues is overlooked as everyone concentrates on getting work done and achieving the organisation’s objectives.
 - The working environment in agencies often does not allow communication skills to be developed or implemented (e.g. time pressure, overload with administration, no incentives). This is true especially for public advisory agencies which have also many other tasks to perform. The culture of many organizations does not support the effective implementation of communication strategies.
- [b] Internal communication is often overlooked, yet it is vitally important. It is the communication that relates directly to the foundation of your organisation: the people – staff, management and volunteers – that give your organisation its ability to function. Developing sound internal communication processes and evaluating these processes on a regular basis is the same as making sure your car runs smoothly and is serviced regularly.
- [c] The organisational culture is the atmosphere of the organisation based on its values, mission and work processes. When every member of the organisation holds the same values, understands the work policies and procedures in the same way, and is focused on the same mission, the organisational culture promotes much more effective use of resources than under a culture that is more diffuse in its interpretation.
- [d] This enables employees to make more decisions themselves since they have the tools and knowledge to know the "right" decisions in line with the organisation’s goals. When staff are able to identify better with the goals, mission and procedures of the organisation it can result in a sense of "making a

difference" and increase effort and efficiency. Staff also have to engage with the public to listen to enquiries, help decide how needs can best be met, explain options or limits to services, refer to partners or other agencies. Members of staff also have to communicate with each other as colleagues, managers, team members, customers and suppliers.

[d] With good internal communication:

- Programmes and departments share more resources and information resulting in less duplication of work and stronger impact as a whole organisation,
- Day-to-day conflict can be reduced since a lot of conflict is the result of conflicting ideas on what is important to the organization
- Messages do not have to be complex; it could be something as simple "as it is important that the staff is aware of how the organisation is moving forward."

[e] Internal communication also extends to other spheres of government and departments. GEVDI should make sure that its manner of doing so is efficient and a management system incorporated to this end. The primary requirement is to ensure the full involvement of all the actors so that they fully understand their roles and work with a common purpose to ensure that the goals and objectives are understood and agreed.

[f] Strategic planning for internal communication compels everyone to sit down in a disciplined and thoughtful manner to look at the total picture. Government is faced with the challenge of delivering services with greater efficiency, effectiveness, and quality. Yet, it must operate within the limits of resource constraints. Crafting a shared vision can help state departments, agencies, institutions, and programs redefine how services are provided and prepare to meet the demands of the future. Institutional dynamics are therefore improved and lead to a greater capacity for efficiency.

1.5 **Fundraising and partnerships: Why Marketing GEVDI will ultimately lead to the fulfillment of its vision?**

[a] A communication strategy and plan focused on **marketing GEVDI** has been provided for based on the following motivators:

- In the spirit of transparency and democratisation, it is recognised that a sound, ongoing relationship with the community and all stakeholders is essential. It is presented that marketing GEVDI will ultimately be a key factor in ensuring its all round success.
- Any mission, vision and intention, goal or objective can only truly be transformed into reality at groundlevel if there is a receptivity towards it. Receptivity in this regard is about community members, stakeholders etc. being willing to take in, consider, participate in and redistribute any message that an organisation (in this case, GEVDI) has put forward to them. This process can be summed up as a positive response and can only be achieved in an environment where trust and alliance with the messenger has been fostered. For this to happen the messenger has to be well known, its purpose and function well understood, and it should be consistent in its manner and reliability of response. We all respond in the same way to information that comes from an unreliable or unknown source, it is often disregarded along with any secondary message it might be relaying, however powerful or relevant.

- [b] GEVDI requires focus in this area and this document therefore provides a strategy and plan in order to build GEVDI as a brand and market it to the public and all relevant stakeholders, thus ensuring its recognisability and trustworthiness in order to foster receptivity and garner positive response to its secondary messages.
- [c] In order to market GEVDI a brand has to be created. Branding goes far beyond just a logo or graphic element. A brand considers the holistic customer experience, everything from a logo, website, to social media experiences, the way the phone is answered along with how customers experience staff. Creating a brand is considering how the client (the public, relevant stakeholders) perceive you.
- [d] In today's society, people tend to view a brand's image as an integral part of a product or service. They are not only buying the actual product or service, they are also buying the intangible qualities. Brands such as Mercedes Benz and Mont Blanc are just a few companies that have built effective brand images. Government agencies are now adopting similar strategies. Good branding requires good leadership, appropriate and ethical behaviour, and an organization's ability and willingness to fulfill the covenant, or promises, its brand represents. An excellent brand is built from the inside out. Good branding develops buy-in to a brand image that is understood and supported by agency employees at all levels. The result is improved agency performance resulting in a top brand image that is supported and highly valued by the community the agency serves.
- [e] Research has shown that perception is worth a lot, showing the public that the organisation is listening may be as important as actually listening. There should be a focus on branding GEVDI as an entity which is constantly working at being a participatory and transparent government. Consulting and engaging the public should not be limited to elections, crises, and politically risky issues. Governments need to be aware that if they don't communicate, opposing forces may dominate the public agenda.
- [f] Showing citizens that the government is listening is important, however over the long run, citizens need to see that their input is being taken seriously and that their queries and grievances are addressed quickly and effectively. A Belgium governmental department operates an Information Centre which is open every working day from 9 am to 4 pm. Here, citizens can consult or acquire official publications by ministries, semi-governmental institutions, communities and regions. In 1994, the facility welcomed close to 14 000 visitors. Whether this is a high or low number is not important. What is important is that the "unknown authority" there in Brussels has a house, a doorbell and a threshold that you can visit and are able to witness action in response to your needs.
- [g] As branding leads to immediate recognition, marketing through planned communication strategies will further reinforce the brand by linking its logo to endeavours and positive outcomes. Marketing should include:
 - Info. on policies, and development and successes of projects. When the public is allowed to understand the development of a policy, it is then easier for government to build support and implement it and underlying objectives, such as reform of the public administration. Informing on policies through public relation is a very effective way to ensure acquisition of funding. By making project results and benefits better known to legislators and other possible funding sources and showing the impact of activities and the relevance to the local community, advocacy for grantfunding and donorships is persuasively presented and hence partnerships secured.

- Promotion and enhancement of public awareness and understanding of municipal programmes, services, challenges and achievements.
 - Forging a partnership between the municipality and its stakeholders for effective service delivery.
 - Consistency – in themes, messages, tone and style – to ensure an instantly recognisable look and feel to all communications from the Council to all audiences
 - Inform, educate and secure the support of the community. Individual citizens need to understand services provided by administrations and the new training and accountability standards being applied to civil servants. This will help to demystify the public sector while building up external respect and support for the continuing process of economic and political transformation.
 - Informing non-governmental, semi-governmental and governmental spheres of aims, present status and successes in order to promote and implement a “co-operative governance message”
- [h] GEVDI should through the implementation of this plan show its capability as a present, involved and committed organisation and should ultimately gain significant impetus in the achievement of greater goals including those of encouraging partnerships and securing funding.

1.6 **Good governance: Strategies towards Participatory Developmental Governance (PDG)**

- [a] A communication strategy focused on **PDG** has been provided for based on the following motivators:
- The ultimate goal of GEVDI is to drive each and every programme/project to fulfillment through utilising the fundamental underlying principles of a participatory and developmental vehicle. This is the embodiment of good governance. Information and participatory communication processes contribute to inclusive politics, better governance, a dynamic civil society, and to rapid, fairer economic growth.
- [b] The rationale as to why this document has determined key areas to plan and strategise for is as follows:
- Once GEVDI is operating at its organisational best, as a well oiled machine towards a shared mission and vision, and once its has secured the trust and hence responsiveness of its audience, only then can it get down to the business of good governance at large. Hence a strategy and plan towards better internal communication and marketing have been provided for upon which an enabling environment is theoretically created to support further communication strategies towards a developmental local government.
 - Upon creating this environment and towards a developmental local government this document has sought to consolidate various research studies on forms of participatory/deliberative and developmental communication. In addition, it has provided strategies which apply this research towards enhancing GEVDI's ongoing programmes, and towards use as stand alone communication tools.
- [c] A wide-ranging, holistic and strategic approach to information and communication challenges is needed. Crucially, two-way communication allows citizens to monitor the state's activities, to enter into dialogue with the state on issues that matter to them, and to influence political outcomes. Many political scientists believe this encourages the development of trust between state and society, and is a foundation of state legitimacy and good governance over the long-term. The municipality should seek to work towards:

- Responsiveness: Consultation and dialogue between state and citizens can improve public understanding of and support for government policies and encourage citizen ownership of reform.
 - Transparency: Access to information and government transparency are vital for enabling citizens to monitor and hold government to account for its actions.
 - Participation: An informed and politically active electorate strengthens the demand for governments to be accountable. There are several examples where processes (e.g. debate through the media, public information campaigns, social accountability mechanisms) have encouraged government responsiveness to citizens' demands and resulted in better public services.
- [d] What is the best framework for achieving responsive, transparent and participatory government in developing countries? This study argues that the power of public opinion is a critical factor. Furthermore, a democratic public sphere which is approached by way of relevant communication strategies provides a vital structure through which good governance may be secured.
- [e] It is recognised that the aims of these strategies overlap more often than not. That being said, the strategies towards achieving goals of providing a transparent, accountable and developmental government, will differ through a marketing strategy and PDG strategy. The marketing strategy, will focus on providing a means of communication towards those ends, a sign-up policy on the webpage, responsive answers to queries, a consistent presence, for example, to reinforce its message of being a present and accountable organisation. PDG strategies provide ways to improve the quality of participatory dialogue between the government and community and encourage measures of social change within it. They seek to understand the psyche of a community through which developmental goals can be determined, evaluated and then reformed. They seek to redirect social consciousness.
- [f] These strategies are provided in order to create a capacity for governance which facilitates social mobilisation and change, and governance which truly plans through participation and holistic and integrated development. In implementing these strategies GEVDI will be backing what is sometimes seen as governmental rhetoric with feasible, visible action and quite literally, "putting its money where its mouth is."

2. Strategic Drivers and Implementation Tables

2.1 Land Acquisition and Land Legal Matters

Core driver:	Urban renewal
Core objective:	To secure as many willing seller agreements as possible
Message:	We are responding to your communication needs with due diligence
Audience:	LAC stakeholders, Members of community, governmental, semi-governmental and non-governmental spheres

Task/Outcomes		Strategy: Activity & Work Schedule	Time scale	Content	Resources available	Audience
1]	COMMUNICATION STRATEGY AND PLAN (commissioned by GEVDI)	<ul style="list-style-type: none"> Commission consultants 	June-July 2014	This plan is presented as an all encompassing reference document and strategic plan. It is intended to be used as a working manual as a tool towards reaching greater developmental goals. It provides information covering every aspect of communication and its application within GEVDI's specific environment. It precisely details each factor, spatial, historical and otherwise to illustrate how Edendale came into being and who it is today. In doing so GEVDI's history is detailed and its roles responsibilities and goals clarified, upon which the theory of communication is researched and applied through targeted and planned strategies.	Communications team	LAC stakeholders

2]	COMMUNICATIONS TEAM (appointed)	<ul style="list-style-type: none"> Review and appoint participants 	June-July 2014		Communications team	LAC stakeholders
3]	COMMUNICATION STRATEGY AND LIAISON PLAN (research and developed)	<ul style="list-style-type: none"> Research Develop Consult with relevant expertise Review 	July-August 2014		Communications team	LAC stakeholders
4]	COMMUNICATION STRATEGY AND LIAISON PLAN (approved)	<ul style="list-style-type: none"> Present document to DMM Report to SMC for adoption 	July-August 2014		Communications team	LAC stakeholders
5]	GEVDI SIGNAGE (designed, printed and applied)	<ul style="list-style-type: none"> Design boards (to include logo shortly) Approve Give specs to signage techs, produce boards Apply boards at entrance and reception areas 	To be determined	this should help re-direct the public to GEVDI's reception area		Members of community, governmental, semi-governmental and non-governmental spheres
6]	RADIO SPOT (key messages conveyed over widespread area)	<ul style="list-style-type: none"> Formulate copy for broadcast Approve copy Book a spot on each station Announce LAC ward meetings Announce press release 	To be determined	this should announce upcoming LAC ward meetings and include a short press release about their content		LAC stakeholders

7]	PAMPHLETS (approve copy, design and print)	<ul style="list-style-type: none"> Consult to compile correct copy Design Present pamphlets for approval Print 	To be determined	should be a well explained and translated A4 pamphlet in zulu and english about land acquisition and expropriation respectively		LAC stakeholders
8]	PAMPHLETS (disseminate)	<ul style="list-style-type: none"> Disperse at meetings 	To be determined			LAC stakeholders
9]	VIDEO (disseminate key info. via)	<ul style="list-style-type: none"> Have facilitators disseminate video whilst consulting with community via bluetooth 	To be determined	should contain very brief statements with facilitators names numbers and GEVDI's address		LAC stakeholders
10]	WARD MEETINGS (set -up)	<ul style="list-style-type: none"> Contact all councillors via e-mail, mobile Compile and approve media content as to be in keeping with programme Notify cameraman 	To be determined	these meetings will approach issues around LAC and attempt diffuse them via open participatory discussion		LAC stakeholders
11]	WARD 21,22,16,25,20 (run)	<ul style="list-style-type: none"> Disseminate info as per programme via sms, bluetooth, pamphlets, video hold discussion have scribe take notes have camera tech capture meeting handout M & E surveys 	To be determined			LAC stakeholders

2.2 Internal Communication

Strategic driver:	Internal Communication – [Institutional Dynamics]
Core objective:	Creating a cohesive environment in order for GEVDI to perform at its optimal level and in doing so attain its goals
Message:	We are a team, we are motivated
Audience:	Internal staff

Task/Outcomes		Strategy: Activity & Work Schedule	Time scale	Content	Resources available	Audience
1]	RE-INVIGORATE NOTICEBOARD	<ul style="list-style-type: none"> Inform staff of task via e-mail, meeting Appointed person monitors board to ensure info. is relevant and up-to-date and clears accordingly App. person reminds staff of use and protocol 	To be determined	all relevant numbers shod be here ie: ward councillors, every member of staff, every relevant structure, also any uplifting articles about GEVDI, relevant news, interesting new research articles, the Batho Pele principles, GEVDI's mission statement	Communications team	Internal staff, public, visiting clients
2]	ANONAMOUS SUGGESTION BOX: Set Up	<ul style="list-style-type: none"> Inform staff of task via e-mail, meeting App. person will collect suggestions once a month and follow protocol to have reviewed and answers published on intranet webpage 	To be determined	this asks questions about where internal communication could be improved	Communications team	Internal staff
3]	INTRANET WEBPAGE : set up	<ul style="list-style-type: none"> Consult with IT dept. Inform staff of task via e-mail, meeting 	To be determined			Internal staff
4]	INTRANET WEBPAGE: Run	App. Person will collect and compile info. to run on page	To be determined	including who will be taking leave, who's taking what courses updates on all programmes and who is working on them an itinerary of all GEVDI daily meetings	Communications team	Internal staff

2.3 Marketing GEVDI

Strategic driver:	Marketing GEVDI – [Good Governance, Partnerships and Fundraising]
Core objective:	Creating awareness of programmes and policies. Enabling a responsive audience by promoting GEVDI's responsible brand image
Message:	Who we are as GEVDI, We are here to support the development of Edendale in the best interests of the community, We support and encourage participation, We have solid lines of communication through which the community can participate and be informed
Audience:	Community, Ward councillors, NGO's, Donors, Governmental structures, Political structures, Msunduzi municipality

Phase 1 [Initiation]

Task/Outcomes		Strategy: Activity & Work Schedule	Time scale	Content	Resources available	Audience
1]	LOGO : Develop	<ul style="list-style-type: none"> Communications consultant as media editor Review logo and obtain approval 	To be determined	this should express the essence of GEVDI in a vector image and appropriate font	Communications team	All stakeholders
2]	PROMO VIDEO Develop	<ul style="list-style-type: none"> Communications consultant as media editor Review video and obtain approval 	To be determined	this should present GEVDI in its best light: a brief introduction to who GEVDI is and what its goals and o	Communications team	All stakeholders
3]	TWITTER ACCOUNT Set Up	<ul style="list-style-type: none"> Consult IT dept. Open account Inform staff and all stakeholders of site via e- mail and pamphlets, meeting 	To be determined	this meeting is will announce all communication endeavours and encourage feedback from staff members and that they spread the	Communications team	All stakeholders
4]	FACEBOOK ACCOUNT Set Up	<ul style="list-style-type: none"> Consult IT dept Open account Inform staff and all stakeholders of site via e-mail and pamphlets, meeting 	To be determined	As below	Communications team	All stakeholders
5]	INTERNET WEBPAGE Set Up	<ul style="list-style-type: none"> Consult IT dept get appropriate materials to add Inform staff and all stakeholders of site via e-mail and pamphlets, meeting 	To be determined	As below	Communications team	All stakeholders

Phase 2 [Operate and Manage]

Task/Outcomes		Strategy: Activity & Work Schedule	Time scale	Content	Resources available	Audience
1]	PROMO VIDEO : disseminate	<ul style="list-style-type: none"> via Webpage via social media via bluetooth (all audiences participate in further dissemination (ripple effect)) community meetings 	To be determined	This dissemination effort should test the responsiveness of the public to videos and the way in which	Communications team	Community, Ward councillors, NGO's, Donors, Governmental structures, Political structures, Msunduzi municipality
2]	TWITTER ACCOUNT : run	<p>appointed person/s will receive info from key staff members as per protocol</p> <p>appointed person/s will enter info into site</p> <p>appointed person/will attempt to answer Q's where possible</p> <p>appointed person/s will mainly re-direct Q's to website and or provide relevant phone numbers</p>	Throughout the year and as per protocol	this should redirect traffic to the GEVDI webpage ,marketing GEVDI: posts on programmes, successes, and opinion polls	Communications team	Community, Ward councillors, NGO's, Donors, Governmental structures, Political structures, Msunduzi municipality
3]	FACEBOOK ACCOUNT : run	<ul style="list-style-type: none"> appointed person/s will receive info from key staff members as per protocol appointed person/s will enter info in to site appointed person/will attempt to answer Q's where possible appointed person/s will mainly re-direct Q's to website and or provide relevant phone numbers 	Throughout the year and as per protocol	this should include marketing GEVDI: pictures and articles of motivational nature and of programmes successes eg: a road which has been built, GEVDI: posts on programmes, capture data on opinion thro	Communications team	Community, Ward councillors, NGO's, Donors, Governmental structures, Political structures, Msunduzi municipality
4]	WEBPAGE : run	<ul style="list-style-type: none"> appointed person/s will redirect Q's to relevant staff to answer appointed person/s will feed webpage positive results GEVDI has achieved appointed person/s will publish data from evaluation survey 	Throughout the year and as per protocol	This should provide detailed reference to all GEVDI's programmes, info on whom to contact and numbers, e-forums for participative discussion and a dedicated sign up function for e-mail updates, correspondence and M&E	Communications team	Community, Ward councillors, NGO's, Donors, Governmental & Political structures, Msunduzi municipality

5]	SUGGESTION BOXES : disperse	<ul style="list-style-type: none"> At schools, churches, IT hubs, libraries, NGO's 	Collect once a month	This should be dispersed throughout key locations such as schools, churches, internet hubs etc. it should have a description placed on the box informing the public that their and a brief description whom and how to address them along with providing suggestions will be considered and will be received by the appropriate department		Community, Ward councillors, NGO's
6]	MEET AND GREET :	<ul style="list-style-type: none"> brief heads of dept. about day via e-mail, meeting align agenda of the day to correspond to when heads of departments will be available organise eats for the day 	Once every 3 months	<ul style="list-style-type: none"> This is a day for interested members of the community to have a tour around GEVDI and meet the faces behind the departments where a brief introduction and Q & A will take place This includes a stand at the royal showgrounds annually 	Communications team	Community, Ward councillors, NGO's, Donors, Governmental structures, Political structures, Msunduzi municipality

2.4 Strategy – Towards a Developmental Local Government [DLG]

Refer to strategies under vehicles for communication

3. Critical Milestones and Timelines

3.1 Project Overview: Activity and Timelines

In this section of the Communication Strategy and Liaison Plan an overview of the communication intervention measures in terms of activities and time lines are provided. It is expressed in terms of short term measures [for the period July to September 2014] and an expanded long term intervention programme [over the duration of the Business Plan - 2016]. The critical milestones and timelines are indexed as follows:

Critical Milestones and Time Lines		
Project Timelines	Ref.	Deliverables and Milestones
Short Term Measures and Intervention	3.2.1	Affected Ward Councillors Meeting
	3.2.2	Broad Stakeholder Engagement Meeting
	3.2.3	Communication Material, Content and Programme
Expanded Work and Communication Programme	3.3.1	Land Acquisition and Land Legal Matters
	3.3.2	Internal Communication [Institutional Dynamics]
	3.3.3	Marketing GEVDI

The Short term Measures and Intervention [including the expanded work programme] have been framed in response to the present challenge of the Land Acquisition Programme and a need:

- For clear communication channels between municipalities and community based structures.
- To transform the relationship of mistrust that currently exists between all participatory agents.
- To facilitate a flow of information
- Encourage GEVDI outreach programmes
- For capacitation of GEVDI and stakeholders working on issues of community consultation
- To make GEVDI proactive and accessible to people
- To educate communities and address apathy and To build networks with stakeholders and practitioners

Communication is fundamental to building relationships with internal and external stakeholders and to form partnerships with the public and private sector. Communication allows for fluidity, it precipitates forward motion and saying so, is essential to any organisation seeking success.

3.2 Short Term Measures and Intervention

3.2.1 Affected Ward Councillors Meeting

Message	Progress of Land Acquisition i.r.o. Priority Housing Projects and Related Matters
Agenda and Objectives	Processes - Land acquisition and Programme [Business Plan and Tranche funding] Challenges and Queries - Land acquisition Introduction of Social Facilitators [roles and responsibilities] Processes – Expropriation Challenges and Queries – Expropriation Intervention/Solutions – Expropriation [Resolution on Deceased Estates] Engagement and role of Communication Unit
Communication Mechanism	Workshop
Audience	Mayor, Chair of Economic Development Portfolio, Wards Councillors [12,13,16,20,21,22 &23], Ward Committee, Officials [Gevdi, Housing, Infrastructure], LLC [Stowel, MHP, Dept of Human Settlement & Dept of RD&LR]
Outcome	Endorsement of Land Acquisition and Expropriation Programme Verification of Communication procedures moving forward

Affected Ward Councillors Workshop	Critical Milestones and Timelines											
	July				August				September			
	1	2	3	4	1	2	3	4	1	2	3	4
Approval of Workshop by DMM												
Liaison with Speaker Office [Endorsement of Workshop and Identification of Programme Director and Delegation of tasks]												
Confirmation of Workshop date [6 th August 2014] and Venue												
Preparation of Agenda and Approval by DMM												
Confirmation of participants and Speakers												
Present Agenda to Speaker Office - Endorsement												
Circulation of Invitation – Co-ordinate with Speaker Office												
Host Workshop												
Prepare minutes/notes of Workshop [Action Plan]												
Report to SMC												
Effective Action Plan												

Affected Ward Councillors Workshop	July				August				September			
	1	2	3	4	1	2	3	4	1	2	3	4
Communication Tools												
Source and Confirm content material												
Prepare workshop pamphlet												
Video Workshop												
Edit video [circulate and file on communication records]												
General Matters [Logistics and other]												
Co-ordinate arrangement of tea and lunch [catering and budget]												
Arrange data projector and equipment												
Prepare attendance register												
Arrange with committee officer – official minute of meeting												
Screen Video 1 [Land Acquisition Matters]												

3.2.2 Broad Stakeholder Engagement Workshop

Message	Progress and Programme on Land Legal and Development Matters in Greater Edendale
Agenda and Objectives	Report on Processes and Programme on Land acquisition [including Business Plan and Tranche funding] Reflect Challenges and Queries raised at Affected Councillors Workshop Introduction of Social Facilitators [roles and responsibilities] Report on Expropriation process and challenges raised at Affected Councillors Workshop Present way forward on Expropriation and matters relating to Deceased Estates Present the Integrated Sustainable Human Settlement development programme Engagement and role of Communication Unit
Communication Mechanism	Workshop
Audience	Mayor, Chair of Economic Development Portfolio, All Edendale Wards Councillors, Officials [Gevdi, Housing, Infrastructure], LLC [Stowel, MHP, Dept of Human Settlement & Dept of RD&LR]
Outcome	Endorsement of Land Acquisition and Expropriation Programme Confirmation of Priority Housing Projects and timelines Verification of Communication procedures moving forward

Broad Stakeholder Workshop	Critical Milestones and Timelines											
	July				August				September			
	1	2	3	4	1	2	3	4	1	2	3	4
Approval of Workshop by DMM												
Liaison with Speaker Office [Endorsement of Workshop and Identification of Programme Director and Delegation of tasks]												
Confirmation of Workshop date [.....] and Venue												
Preparation of Agenda and Approval by DMM												
Confirmation of participants and Speakers												
Present Agenda to Speaker Office - Endorsement												
Circulation of Invitation – Co-ordinate with Speaker Office												
Host Workshop												
Prepare minutes/notes of Workshop [Action Plan]												
Report to SMC												
Effective Action Plan												
Media release												

Broad Stakeholder Workshop	July				August				September			
	1	2	3	4	1	2	3	4	1	2	3	4
Communication Tools												
Source and Confirm content material												
Prepare workshop brochure												
Video Workshop												
Edit video [circulate and file on communication records]												
Media Release												
General Matters [Logistics and other]												
Co-ordinate arrangement of tea and lunch [catering and budget]												
Arrange data projector and equipment												
Prepare attendance register												
Arrange with committee officer – official minute of meeting												
Screen Video 2 [Promotion Matters]												

3.2.3 Communication Material, Content and Programme [1th Quarter]

Message	Communication Material and Content Programme
Agenda and Objectives	Development and Application of Communication Material and Content Programme Designed to targeted audience
Communication Mechanism	Vehicles and Tools
Audience	SMC, DMM, Municipal Communication Unit, Mayor, Chair of Economic Development Portfolio, All Edendale Wards Councillors, Officials [Gevdi, Housing, Infrastructure], LLC [Stowel, MHP, Dept of Human Settlement & Dept of RD&LR], Greater Edendale Community, NGO, CBO and General Public
Outcome	Facilitate and advance Land Legal matters by Communication Material and Content Programme

Communication Material, Content and Programme [1 st Quarter]	Critical Milestones and Timelines											
	July				August				September			
	1	2	3	4	1	2	3	4	1	2	3	4
General Communication Intervention Measures												
Logo												
Brochure [as per specific event]												
Pamphlet [as per specific event]												
Radio [quarterly and as per specific events]												
Press Release and Newsletters												
Articles in Publications [2 nd Quarter]												
Face book												
Video 1 [Promotion Video] & Video 2 [Land Acquisition Matters]												
Twitter												
Customer Service Counter and Records Register												
Signage												
Notice Board												
Public Events [2 nd Quarter]												
Intranet & Internet												
Poster and Banners [2 nd Quarter]												
Competitions [3 rd Quarter]												

Communication Material, Content and Programme	Critical Milestones and Timelines											
	July				August				September			
	1	2	3	4	1	2	3	4	1	2	3	4
Targeted and Specific Intervention Measures												
Affected Ward Councillors Workshop												
• Workshop Agenda												
• Pamphlets												
• Video												
• Video Editing												
Broad Stakeholders Workshop												
• Workshop Agenda												
• Pamphlets												
• Video												
• Video Editing												
Targeted Ward Committee Meeting												
• Arrangement of meetings and Update on Land Acquisition Programme												
Communication Strategy												
• Presentation of second draft to LLC												
• Presentation to Communication Unit												
• Presentation to SMC												
Critical Dialogue												
• Political Leadership												
• Civic Organisations												
• Private Land Owners and others												
Amendment to Policies												
• Communication Policy												
• Customer Service Charter												
Network and Influencing												
Problem Solving												

3.3 Expanded Works and Communication Programme

3.3.1 Land Acquisition and Land Legal Matters

Activity Land Acquisition and Land Legal Matters	Critical Milestones and Timelines											
	2014 - 2015											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Land Acquisition and Land Legal Matters												
Targeted Ward Committee Meeting [Wards – 12,16,20,21,23]												
Affected Ward Councillors Workshop [Priority housing projects]												
Broad Stakeholders Engagement Workshop [Edendale general matter]												
Tenure Conflict and Rectification Workshop [all wards]												
Tenure Rectification - Unit DD Community Meeting – Report back												
Edendale Ward Councillors Forum [Quarterly Meetings – Report on Progress]												
Road Show – 14 wards												
Drive Land Legal Community Campaigns												
<ul style="list-style-type: none"> Deceased Estates Support [Open Day] 												
<ul style="list-style-type: none"> Environmental: Flood Plain and Disaster Management 												
<ul style="list-style-type: none"> TPS: Introduction of Land Use Management System 												
<ul style="list-style-type: none"> Climate Change: Sustainable Settlement Response 												
<ul style="list-style-type: none"> After Care Interview and Consultation [ongoing] 												
Host Public and Mayor Events												
<ul style="list-style-type: none"> Tenure Upgrade - Title Deed Handover 												
<ul style="list-style-type: none"> NDP Project – Thwala Road Renewal Project 												
<ul style="list-style-type: none"> Dlulisumlando Heritage Project 												
Training and Capacity Building												
<ul style="list-style-type: none"> GIS 												
Adoption of Land & Economic Planning Initiatives												
<ul style="list-style-type: none"> Edendale Mall – Precinct Plan – Relocation of informal settlement 												
<ul style="list-style-type: none"> Plessislaer – Old Edendale Road: Special Economic Zone 												
<ul style="list-style-type: none"> Development of Edendale Town Center 												
<ul style="list-style-type: none"> Development Summit 												

Activity Land Acquisition and Land Legal Matters	Critical Milestones and Timelines											
	2014 - 2015											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Land Acquisition and Land Legal Matters												
IRPTN												
• Expropriation r.o.w: Community and Ward Councillors engagement												
• Communicate and support municipal public campaign drive												
Declare Edendale a Premier's Project												
• Council approval of Initiative												
• Communicate and engagement with Premiers Office												
Strategic Environmental Assessment Framework and MP												
• Procurement appointment of consultants												
• Communicate and undertake environmental campaign as part of project												
Special Land Development Initiatives												
• Ambleton City												
• Communicate and network with SA Cities Network												
Land Legal Committee Meeting – Report on communication matters												
Establishment of a Housing Advice Centre												
• Prepare Transit Camp												
• Community campaign – housing typology & relocation matters												
• Identify priority relocations and compile programme for relocation [attend on affected ward committees – Ambleton special case]												
• Identify special needs housing – compliance with policy & package application for funding]												
Naming of Suburbs and Roads in Edendale												
Manage of Bill Boards and Signage												
Review of SDF												
Assistance with specific projects on private land												
Daily walk in and enquiries												
Targeted Stakeholder Engagement [Ongoing – Provide progress on Process and Programme update]												

3.3.2 Internal Communication [Institutional Dynamics]

Activity Internal Communication: Institutional Dynamics	Critical Milestones and Timelines											
	2014 - 2015											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Internal Communication [Institutional Dynamics]												
Development of GEVDI Business Case and Practice												
• Strategic Planning Session – Develop Vision and Work Plan [Score Card]												
• Advance Institutional Structure and Vehicle												
Diagnostic Report on Edendale												
• Status Quo Report on Edendale												
• Profiling of all Edendale Wards and Community												
• Workshop: Open Platform and Dialogue: Response to Challenge												
• Transfer Priority needs into the IDP												
Establishment of Ward Councillors Forum												
• Political Endorsement and Mandate to establish Forum												
• Monitoring and Evaluation of Programme												
Succession Planning and Skill Transfer Programme												
• Appointment of Facilitators [secondment to GEVDI]												
• Review valuation support [in-house function: GEDVI]]												
Register of CBO, NGO and Community Organisations in Edendale												
• Create network and alliance structures												
• Develop and communicate outreach programme												
Establishment of Edendale Business and Support Forum												
Establishment of Edendale Development Trust [See Appendix]												
• Food Security and Environment Focus Group												
• Health Focus Group												
• Social Services Focus Group												
• Education and Training Focus Group												
GEVDI : Chapter in the IDP – Review Anually												
Establish Edendale Technical Forum [quarterly meeting]												

Activity Internal Communication: Institutional Dynamics	Critical Milestones and Timelines											
	2014 - 2015											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Innovation Awards												
Adopt a Spot – Keep Edendale Clean												
Staff appreciation award												
GEVDI: weekly staff meeting – report communication matters												
Undertake amendment of Policies												
• Communication Policy												
• Customer Service Charter												

3.3.3 Marketing

Activity Marketing GEVDI	Critical Milestones and Timelines											
	2014 - 2015											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Marketing GEVDI												
Preparation of Edendale Development and Marketing Portfolio												
• Land Audit												
• Packaging of Projects & High Level Costing												
Investment Conference												
• Approval by Exco												
• Development of investment conference material												
• Hosting of conference												
Develop Communication Material and Content Programme												
• Video												
• Pamphlets & Brochures [as per specific events]												
• Radio [quarterly and as per specific events]												
• Press Release & Newsletters [quarterly and as per specific events]												
• Electronic [Face book, twitter] – set up and run												
• Customer Service Counter [daily operation]												
• Signage [design, procure and erect]												
• Notice Board [Update monthly]												
Branding [Partnership and Sponsors]												
• Develop Logo – Exco approval												
• Develop partnerships and networks												
• Obtain sponsorships and fundraising												
• Run and adjudicate competition – Report to Exco												
Footage and Insert: Commanders Marathon/Cycling [International Exposure]												
Bill Board – Tourism Hub												
Budget and IDP Izimbizo												
Council Approved Special Event and National Public Holidays												
Consolidate Diary of Annual Events in Edendale												

[illegible]

Part F: Procedural Manual

1. GEVDI Communication Procedural Manual overview

[a] INTRODUCTION

Governmental communication has 3 main functions, those are to inform, advocate/persuade (for policies and reforms) and engage with citizens and all relevant stakeholders. Communication is essential to efficient governance and its application results in the improvement of service delivery. It is GEVDI's aim to communicate in a manner that supports the following principles:

- **Effectiveness:** building broad support and legitimacy for programs
- **Responsiveness:** knowing citizens needs and responding to them
- **Accountability:** explaining government stewardship and providing mechanisms to hold governments accountable

Communication therefore not only deals with developing and providing good spokespeople it also involves the provision of customer oriented services, and deals with building capacity for citizens to provide government with feedback as regards to these services. By providing effective strategic 2 way communication we are sharing information (both internally and externally) and holding ourselves accountable

Communication is fundamental to building relationships with internal and external stakeholders and to form partnerships with the public and private sector. Communication allows for fluidity, it precipitates forward motion and saying so, is essential to any organisation seeking success.

The purpose of this manual is to provide clear principles and guidelines for all communication relative to Gevdi. The different roles and responsibilities within the GEVDI are made clear, what is communicated, and by whom and what tool or vehicle of communication suits the situation best along with which protocol to follow. All formal structures and lines of communication are listed. This document should ensure that communication takes place in a coordinated and uniform way.

[b] GUIDING PRINCIPLES OF THIS DOCUMENT

This Communication Policy is shaped upon the acknowledgement of the fundamental role that communications play in the functioning of government and that communication should be incorporated as a strategic management function and as an integral part of its everyday operational culture. Institutions must integrate communication planning into their annual business planning process and evaluate communications work as an integral part of business operations. This document adheres to the Municipality's mandate to operate in the spirit of a participatory developmental local government. It aims to provide a manual of communications tools, vehicles and procedures which will allow the Municipality to consult the public, listen to and take account of people's interests and concerns when establishing priorities or developing policies, and planning programmes and services and it seeks to identify and address communication needs and issues routinely. It seeks to also employ a variety of ways and means to communicate, and provide information in multiple formats to accommodate diverse needs and ensure that GEVDI is visible, accessible and accountable to the public it serves. The Communication Unit has the responsibility to ensure that all communications activities, including procurement of services, are done in accordance with these protocols and procedures. This requires all communication and communication-related activities to be recommended and co-ordinated through the unit.

[c] POLICY STATEMENT

It is the policy of the Msunduzi Municipality to provide information to its internal and external stakeholders about Municipality programmes and services, report achievements with regard to its mandate and to encourage participation by implementing various participatory mechanisms. It further seeks to educate the public of their rights and benefits according to the programmes and policies it institutes. This has to be done in an accurate, timeous, relevant and understandable manner and must strictly adhere to the Msunduzi Customer Service Charter and Official Language Act. All communications must reflect Council Units' communication programmes, as well as the communication priorities of government.

[d] THE ROLE ETHICS PLAY IN COMMUNICATION

Setting up public forums or dispersing marketing material alone will not increase government accountability or citizens' confidence in the government. Government communication has several ethical dimensions, including the following: (1) to provide useful and relevant information to constituents, (2) to listen to citizens and stakeholder groups, (3) to continuously learn from interactions with citizens and stakeholders, (4) to communicate with professionalism, (5) to be truthful (do no harm and do not willingly mislead), and (6) to illuminate issues and add value to public discussion. Government communication involves not only sending out persuasive messages to the public, but also explaining working policies, creating awareness of the rights of citizens, and developing mechanisms that enable two-way communication between citizens and government. There are 3 sides to information development: First, a culture of disclosure needs to be created; and second, governments

need to have relevant information available, third, that information and the manner in which it is dispersed needs to be strategic.

A. Lines of Communication (roles and responsibilities)

In order to ensure effective communication and compliance to the communication liaison strategy and plan, the following roles and responsibilities should be clear:

1. MUNICIPAL MANAGER

The Municipal Manager is the head of the municipal administration. Subject to the policy directions of the municipal council, the municipal manager is responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration. The municipal manager must make sure the administration is equipped to implement the municipality's integrated development plan, that it operates in accordance with the municipality's performance management system, and that it is responsive to the needs of the local community. The roles and responsibilities of the Municipal Manager are comprehensively set out in Section 55 of the Municipal Systems Act and responsibilities of the Municipal Manager as Accounting Officer is set out in Chapter 8 of the Municipal Finance Management Act, 56 of 2003. The Municipal Manager's office has assumed direct responsibility for Communications and Corporate Strategy as well as the drafting, management and implementation of Council's Integrated Development Plan [IDP]. The Internal Audit unit is also located in the Municipal Manager's office and ensures compliance with municipal legislation.

2. DEPUTY MUNICIPAL MANAGER

The Deputy Municipal Manager and his management team engage with the public, listen to views and proposals and in turn propose and convey ideas, policies and programmes and what position the Municipality has adopted along with its reasons for adoption. The MM and his team are responsible for any area of the Municipal administration, matters of policy yet to be adopted/enacted, information around any legal processes the Municipality might be engaged in and any matter that relates to the running of the Municipality as a whole, not specific to existing policy, programme or activity of a specific department

3. PROCESS MANAGERS

Process Managers are responsible for ensuring compliance with the Municipality's Communication policies and procedures and attending to media inquiries through the Communications Unit. Process Managers should ensure that key communication issues and priorities are identified annually in line with the Municipality communication strategy and that their programmes have communication action plans, this must be done in consultation with the Communication Unit. In all aspects of their service areas, queries from the media or on social media or web page queries will be referred to Process Managers for comment/clarification/information. Comment will then go out through the Communications Department unless it is decided otherwise. Process Managers will therefore be responsible for the accuracy of information given by their units.

4. HEAD OF COMMUNICATION

The Head of Communication Unit serves as the Municipality authority on communication issues. He/she is responsible for co-ordinating all communications activities including the procurement of communication products and services. This includes the appointment of communication service providers, consultants and communication activities of the various clusters of the Municipality. All these activities must be either approved or recommended by him / her. He/she ensures that the Communication Policy and Procedures are communicated to staff and adhered to. He/she provides communication advice and counsel to all staff members of GEVDI

5. COMMUNICATION UNIT

Communications Unit is responsible for co-ordinating all communications activities in the Municipality. In this regard the Communications Unit, shall support and co-ordinate all communication efforts with the main aim of enabling the Mayor and City Manager to perform their function as Chief Communicators. The Unit shall provide strategic advice and counsel with regard to communication policy development, programme planning and programme implementation, develop and implement

communication plans and produce publications for information dissemination. The unit is responsible for co-ordinating liaison with the media, arranging media conferences

6. MAYOR

The Mayor is the key person for all public participation unless he delegates otherwise. The Mayor is responsible for all aspects of Council policy and programmes and all matters of policy yet to be adopted/enacted. All political comment must come from the Mayor. The Mayor together with the DMM and Head of Communication Unit will be responsible for defining the annual communication priorities, objectives and requirements. This is done in consultation with the Strategic Management Team. The Mayor and the Executive Committee set the tone for Council and are the ultimate spokespeople and role models for Councillor

7. EXCO

EXCO members deal with all aspects of Council policy and programmes in their portfolio. EXCO members may be delegated spokespersons on an issue by the Mayor.

8. WARD COUNCILLORS

Ward Councillors comment on all activity in their ward except for matters that are policy still to be adopted/enacted. Councillors have the key role in setting the overall goals for the Council and leading communication and consultation internally and externally.

B. Formal communication structures

1. COMMUNICATIONS FORUM

The Communicators Forum is a strategic meeting of government communicators in the Municipal area of jurisdiction. The CF shall be attended by the communicators from Council Units, Parastatals, sector Departments and other government related structures in the Municipal area of jurisdiction. It should be used for information sharing and ironing out of communication problems on a Municipal level, co-ordinate and organize a calendar of events for the Municipality and ensure that these activities are streamlined across all governmental spheres to avoid duplication and waste of resources. The CF should focus on co-ordination and sharing and should include:

- Assessment of the communication environment, both the public mood and the media agenda.
- Provision of feedback from the National Government Communication Forum (GCF), the PCF and other forums eg. Premier/Mayors Forum
- GEVDI Communication Strategy reviews – how far are we?
- Communication Programme – including inputs from the three spheres (usually guided by theme months and the communication cycle of each sphere).
- Special discussion on Imbizo, Cabinet/Premier outreach and Mayor/Council meets the people.
- Distribution of communication and information resource materials
- Monitoring the implementation of the Izimbizo approach on an ongoing basis annually in the municipal Communication cycle through “Mayoral Izimbizo” and report back Meetings.

2. STRATEGIC MANAGEMENT COMMITTEE

Weekly meeting of the Strategic Management Committee of the Municipality

3. EXCO

Deals with matters delegated to it by Council and Legislation

4. LLC MEETINGS

A meeting of the Land Legal Committee which is held monthly, in which Land Legal matters are dealt with

5. INTERNAL STAFF MEETINGS

Held once a week to bring GEVDI staff up to date on all matters related to GEVDI

6. WARROOM

Held every Thursday at 10:00, deals with the weekly progression and advancement of the Land Acquisition Programme

C. General procedures and regulations

The following Procedures and Regulations are the rules that govern the implementation of the Communication Strategy

C1 INTERNAL COMMUNICATION

One of the objectives of the communication strategy is to achieve fluid internal communications as a coherence of vision, mission, and voice is key. Goals can only be attained when the role-players of an organisation are on the same page and approach any and all goals with an informed perspective. The organisational culture is the atmosphere of the organisation based on its values, mission and work processes. When every member of the organisation holds the same values, understands the work policies and procedures in the same way, and is focused on the same mission, the organisational culture promotes much more effective use of resources. Well running internal communication can redefine how services are provided and prepare GEVDI to meet the demands of the future

Internal communication tools shall include the intra-net, notice boards, e-mails, meetings, payslips etc. All internal communication must be dealt with via the communications unit. All grievances and suggestions will go through the relevant structures the Communications unit has implemented and be dealt with accordingly.

For “Communication tools-internal” please refer to 178

C2 EXTERNAL COMMUNICATION

1. Media Relations

Communications Unit is the Municipality's first line of contact with the media and is responsible for co-coordinating all media relations. The following procedures have to be followed with regards to media liaison: It is advisable that before responding to media queries, Communications Unit be consulted. In a situation where this is not possible, the response must be signed off by the relevant Head of Unit and copied to Head Communications.

All media queries must be referred to the Communications Unit who will then engage with the relevant line functionaries for an adequate response. The Communication Unit should ideally at all times coordinate interactions with the media, such as media conferences, press releases, briefings, letters to the media, and advertising. The Communications Unit is responsible for media evaluation and monitoring. Items of importance will be circulated to those impacted upon, either for information purposes or for a draft response. Media queries are to be dealt with within the stipulated deadline or otherwise within 24 hours. Inquiries received after hours will only be dealt with during office hours unless there is obvious urgency or instruction to do so. Inquires from the media should be in writing. Responses are to be supplied in writing except for radio and television interviews. Media queries must be treated as top priority. Communication specialists responsible for media relations ensure that media requests, particularly for

interviews or technical information on specialized subjects, are directed to knowledgeable managers or staff designated to speak as official representatives of their institution. To read about the protocols regarding radio, newspapers and television please refer to "Communication tools- external "pg 170

Press releases shall be dealt with in a particular manner which has been specified in appendix 20

2. Spokespersons

When attending any communication vehicle such as a ward committee meeting etc., the relevant technocrats are to explain government policies, priorities and decisions to the public. Issues and matters pertaining to policies, programmes, services and all relevant subject matter are referred to specialists in each field by a member of the Communications Unit. The Communications Unit should personally field only those questions or queries pertaining to communication. An institution's senior management also bears the responsibility to designate managers and knowledgeable staff in head offices and in the regions to speak in an official capacity on issues or subjects for which they have responsibility and expertise. Officials designated to speak on an institution's behalf, including technical or subject-matter experts, must receive instruction through the Communications Unit, particularly in media relations, to carry out their responsibilities effectively and to ensure the requirements of their institution and the communications strategy are met. When speaking as an institution's official representative, they must identify themselves by name and position, speak on the record for public attribution, and confine their remarks to matters of fact concerning the policies, programmes, services or initiatives of their department.

Press releases shall be dealt with in a particular manner which has been specified in appendix 20

3. Marketing GEVDI (inclusive and relevant to all programmes and departments)

The main purpose of marketing GEVDI is to inform stakeholders of services and programmes and policies of the Municipality.

Marketing GEVDI should include:

- Info. on policies, and development and successes of projects. When the public is allowed to understand the development of a policy, it is then easier for government to build support and implement it and underlying objectives, such as reform of the public administration. Informing on policies through public relation is a very effective way to ensure acquisition of funding. By making project results and benefits better known to legislators and other possible funding sources and showing the impact of activities and the relevance to the local community, advocacy for grant funding is persuasively presented
- Promotion and enhancement of public awareness and understanding of municipal programmes, services, challenges and achievements.
- Forging a partnership between the municipality and its stakeholders for effective service delivery.
- Consistency – in themes, messages, tone and style – to ensure an instantly recognisable look and feel to all communications from the Council to all audiences
- Inform, educate and secure the support of the community. Individual citizens need to understand services provided by administrations and the new training and accountability standards being applied to civil servants. This will help to demystify the public sector while building up external respect and support for the continuing process of economic and political transformation.
- Informing non-governmental, semi-governmental and governmental spheres of aims, present status and successes in order to promote and implement a "co-operative governance message"

This should be separated into 2 areas which will be **1) General public** and **2) Grant funding**.

- **General public**

Will include videos, pamphlets, brochures, roadshows, special events, exhibition and competitions to ensure GEVDI is a familiar and trusted structure.

Its first line of focus should be to clarify who GEVDI is and what its programmes are, where to find the heads of each department and whom to contact. This should be a message which is delivered on a consistent basis in order to ensure general public awareness, its second should be to inform the public about GEVDI's policies and programmes and educate them as to what their rights and benefits are with regards to those programmes and policies.

Suggestions for marketing campaigns will be received via analysis surveys which will be handed out to staff members and community members alike in order to redirect marketing endeavours. Surveys will be handed out through the Communications Unit via ward committee meetings, ward councillor meetings, future focus groups and deliberative democracy gatherings along with cold calling within the community, they should also be distributed via e-mail, post or landline (the addresses and numbers of which have been collected through various data capturing methods including: the sign-up function of the GEVDI web page; the front desk register; ward committee meetings; pamphlets distributed at schools, religious gatherings, libraries, ITC hubs etc.

- **Grantfunding**

Should focus on videos and policy briefs which employ a more technical approach, they should focus on statistics and key performance indicators to provide advocacy for grant funding. These videos and policy briefs should be put together by the Communications Unit after accurate statistical data has been retrieved from heads of departments or programme representatives. In addition, future methods that will be implemented to monitor the impact of communications on public awareness should provide data to strengthen advocacy briefs and AV presentations

All external communication campaigns must be approved by the Communication Unit. For “Communication tools-external” refer to pg 170 for “Communication vehicles” refer to pg 180

The Municipality must avoid the appearance of seeming to endorse, provide a marketing subsidy or allow unfair competitive advantage to any person, organization or entity outside of government. Institutions must not advertise or publicly endorse the products or services they purchase or obtain from the private sector under contract

4. Advertising

Institutions may place advertisements or purchase advertising space or time in any medium to inform the public of their rights or responsibilities, about government policies, programmes, services or initiatives, or about dangers or risks to public health, safety or the environment. Institutions must not publish in their communication materials, services or vehicles, regardless of medium, advertisements from a private-sector or non-government source. Institutions must not sell advertising space or time, either on their Web sites or in any of their publications, to the private sector or to any source outside of government.

5. Production of Communication Materials

The Communication Unit must be consulted on communications material that is produced on behalf of the municipality. Decisions to outsource such activity or part thereof must carry the approval of the Head of Communication. Each decision should be informed by which programme is running the endeavour and whether it should be cast by a dedicated vote or printed in- house, colour or black and white

6. Procurement of communication materials

Communication materials include any type of publication, newsletter, magazine, brochure, audiovisual material and any other material intended to convey information to the public. The Communication Unit has the responsibility of ensuring that communication products and services, including that of consultants, or services are acquired in a fair and equitable manner. The Communications Unit must be consulted on procurement processes for communication. It is advisable to make use of the Communication Unit's in-house service, depending on the type of project, the time frames, capacity available and budgets.

7. Corporate Image/branding

Communication Unit is responsible for the corporate image of the Municipality. This responsibility includes the following: The look and feel of the Municipality's office buildings; The type of communication material to be used by the Municipality i.e. folders, letterheads, business cards etc.; the way communication material is used and produced i.e. the font, use of logo's, corporate identity, etc. The present logo is that of the Msunduzi Municipality but part of the communication strategy's objectives is to develop a logo unique to GEVDI. The general use of logos is prescribed in no.9

Branding and Promotional Material Promotional material using the corporate identity of the Municipality may only be used for official purposes. The production of such material must be authorised by the Msunduzi Communication Unit via the Communication Unit. Branded merchandise is an integral part of the Municipality branding strategy and as such cannot be developed without the approval of the Communication Unit.

The way in which the municipality responds to queries and treats visitors is an essential part of managing the brand image of GEVDI, therefore the customer service charter should be strictly adhered to please refer to [appendix 19 for the "Msunduzi Customer Service Charter"](#)

8. Corporate Image/branding-training

A section of the communications forum or weekly staff meeting should be dedicated to ensuring that each and every staff member is well informed on the current status of programmes and who is in charge of what initiative, this is to ensure that everyone is working on the same page towards a single goal and to ensure that whoever is approached for information by the public can sufficiently answer questions and refer them.

9. Logo

The current logo used by GEVDI is that of Msunduzi's logo, a logo for GEVDI itself however is currently under consideration. The appearance of the Msunduzi logo is as follows: The bottom quarter of the Msunduzi logo consists of a terracotta coloured elephant flanked by blue waves, the remaining three quarters above depict a terracotta coloured image of city hall against blue sky a grey city line and green trees.. Upon the introduction of a GEVDI logo the following will remain applicable:

- do not add anything to logo**
- do not compress the logo**
- do not stretch the logo**
- do not add shading or other effects to the logo**
- may not be used in or added to any other companies name**
- do not add any colour or change the colours in logo**
- no flipping the logo**
- do not change the size relationship of logo**
- maintain empty space equal at least to quarter of the height around the logo**

The Municipality reserves the right in its sole discretion to terminate or modify permission to display the logo and may request that any third parties modify and delete any use of that logo if in the Municipality's judgement it does not comply with the aforementioned guidelines. The use of the Municipality logo on projects not initiated by the Municipality has to be approved by the Communication Unit. Strict adherence to the corporate identity is a given with the development of any branded material.

10. Participatory communication

It is the duty of the Communications Unit to ensure members of the public are actively participating in all GEVDI endeavours, it is just as important to show that we are listening as its is to actively listen and respond to the community. This participation should be ensured by various tools and vehicles: Webpage, e-mail sign ups, postal correspondence and communication vehicles such as Imbizo's, citizen panels and juries, along with the other deliberative democracy vehicles suggested in this manual, for ["Communication tool-external" refer to pg 170](#)

Working in groups as small as ten or twelve to larger groups of 3,000 or more, deliberative democracy simply requires that representative groups of ordinary citizens have access to balanced and accurate information, sufficient time to explore the intricacies of issues through discussion, and their conclusions are connected to the governing process.

11. Participatory communication-training

Facilitators should have a refresher course on all related information, also as new questions are brought back by facilitators, these should be collected by the Communications Unit and presented at these refresher workshops once every 3 weeks, along with this, conflicts which have arisen regarding the programme they are working on should be work shopped and possible reasons for future conflicts should be considered and communication strategies developed as such. This course should be attended by the heads of department relevant to the project and the communications unit should facilitate and record and store data.

12. Procurement of communication materials

Communication materials include any type of publication, newsletter, magazine, brochure, audiovisual material and any other material intended to convey to the public information. Communication Unit has the responsibility of ensuring that communication products and services, including that of consultants, or services are acquired in a fair and equitable manner. The Communications Unit must be consulted on procurement processes for communication. It is advisable to make use of the Communication Unit's in-house service, depending on the type of project, the time frames, capacity available and budgets.

13. Language Policy and Translations

GEVDI is to at all times take into account the language usage and preferences of the residents when communicating. English and isiZulu are business languages for the Municipality and all official notes and advertisements issued for general public information must be published in English and isiZulu.

14. Copyright

The Municipality owns all publicity material and information it has paid for or created. Consequently, the reproduction of any such material requires the approval of the Municipality. Copyright to the Municipality allows the Municipality the freedom to allow others to use the material without paying fees to the original producer. It also gives the Municipality the authority to prevent misuse of the material by the producer or anyone else.

15. Training and Development

The Communication Unit shall identify communication-training courses for Council officials who interact with media and public. Communications consultants engaged by Council should work closely with officials so that skills can be transferred. Facilitators should be trained in holding citizen panels and other deliberative democracy models of communication. A course on conflict resolution should be held for all members of staff. Trained professional specializing in this area should be outsourced. The Communications Unit should invite elders from the community, allowing the professionals to tailor their training to meet the needs of this specific community

C3. COMMUNICATING RISK

Risk is generally accepted to constitute some danger, hazard or threat. Institutions must anticipate and assess potential risks to public health and safety, to the environment, and to policy and programme administration

As communication strategising is a tool which uses its agenda to plot its course, it should be understood that a communication strategy to communicate risk should be developed according to a specific set of risks and challenges. However, to convey risk

successfully, all strategies must take care to demonstrate to the public that all concerns and positions are being considered, open dialogue is encouraged as much as possible and is of importance to any decision being taken. The strategy should focus on disseminating uncensored factual content and evidence, the spokesperson/people should be forthcoming about information concerning risk assessments. An interactive approach among effected parties should be taken to facilitate an exchange of information in the spirit of being a transparent institution. Public perception, misunderstandings or fears about risk should be handled head on, no questions should be answered evasively or deferred, all questions should be answered by an informed member of staff and factual information should be provided. Environment analysis and communication planning and strategy should be integrated into risk assessment and decision-making processes. The Communications Unit should regularly workshop at identifying potential future areas of risk and strategize communication to target these areas and dissolve any unrest, these strategies will employ an intense multi-pronged approach including radio, pamphlets, discussion days and meetings.

C4. COMMUNICATION IN A CRISIS/EMERGENCY

In the event of a crisis/emergency the following should be adhered to: The Manager in whose area of responsibility is involved should inform his/her Unit Head, The Head of communications is to be copied the information. A Crisis Committee will consist of the CM or relevant Deputy City Managers, Head of Communication and relevant officials. The Mayor is to be informed immediately. A plan of action is to be drafted; The Crisis Committee will manage the issue, communication thereof and release the necessary statements with the involvement of the Mayor. The Mayor and CM will act as spokespersons. No media statement or interview is allowed from any other officials; Staff members will be kept informed of the situation. The Msunduzi Disaster Management Unit is responsible for dealing with crisis/emergency, therefore all departments are required to refer to this unit.

C5. COMMUNICATION PLANNING

The Municipality must integrate communication planning into their annual business planning process and evaluate communications work as an integral part of business operations. Business plans must take account of an institution's communication requirements.

C6. MONITORING AND EVALUATION (data capturing)

Monitoring and evaluation collects valuable data through policy research; market research; communications research, communication strategies and advertising research; program evaluation; quality of service/customer satisfaction studies; omnibus surveys, with the placement of one or more questions; syndicated studies; or product development

Several ways to monitor and evaluate the impact communications has had on its target audience and discern whether performance indicators have been met are presented in this document, these include oral, electronic or postal surveys, opinion polls, door to door questionnaires etc. For methods of monitoring and evaluating [please refer to pg 130 "Types of Evaluations"](#)

In keeping with the principles of a non-partisan public service, institutions may not issue contracts or expend public funds for research on electoral voting intentions, or political party preferences or party standings with the electorate

When people enter GEVDI the first point of communication must be to retrieve numbers names postal addresses and e-mail addresses along with the age, area base and occupation of the person/people. GEVDI must ensure that principles of fair information practices are applied. The South African Parliament passed (on 22 August 2013) the Protection of Personal Information (POPI) Bill. POPI was introduced in August 2009 by the South African Cabinet and represents South Africa's first comprehensive data protection legislation. GEVDI should endeavour to release final research results to the public promptly on request

C7. PROCEDURES AND COMPLIANCE

Internal and external communication requirements must be identified and met when planning, managing or reviewing policies, programmes, services or initiatives. This document is intended as a manual which consolidates mechanisms for communication and informs on their use and protocols it is also a communication policy which is to be adhered to by every member of staff of GEVDI. It is a living document and subject to constant change. Only the Head of the Communication Unit bears the right to allow this document to be altered in any way.

D. Communication Tools – External and Internal

Goal: What are the goals and objectives of the dissemination effort? What impact do you hope to have? Which tools suits the audience best?

Audience: Who is affected most by this information? Is this of interest to a broader community?

Medium: What is the most effective way to reach each audience? What resources does each group typically access?

Execution: What resources will be required? Who will be responsible for dissemination activities?

D1. External Communication tools

1. Pamphlets

best use:

- handed out to all the passers-by, at ward meetings, after meetings
- detailed copy, eg: information about a programme policy mission or goal (only when printed on A4)
- simple info such as meeting, venue, time, short statements to effect dialogue
- broad or narrow target audience

pros:

- *cost effective when printed in black and white*
- *when read people have a tendency to remember it when making a voting decision*

cons:

- *easily thrown away without being read*

resources required:

graphic designer
good quality images if necessary (300 dpi, good size according to use: consult designer)
appropriate, approved copy

protocol:

- consult DMM to approve content
- budget should be accessed via a dedicated vote
- if externally sourced budget should come from being billed as disbursements against project

2. Brochures

best use:

- give to stakeholders to create a favourable image.
- information about the company, its capacity and capability, services and solutions offered, milestone achievements, sustainability, innovation, awards
- in this case people "do judge the book by its cover", and hence, these booklets and brochures are designed in an attractive format using colours and photos.

pros:

more readily read than other print media due to visual appeal
when read people have a tendency to remember it when making a voting decision

cons:

- *expensive*
- *easily be thrown away without being read*

resources required:

- graphic designer
- good quality images if necessary (300 dpi, good size according to use: consult designer)
- appropriate, approved copy

protocol:

- consult DMM to approve content
- budget should be accessed via a dedicated vote
- if externally sourced budget should come from being billed as dispersements against project

3. Posters

best use:

- broad audience
- simple info such as meeting/event, venue, time
- short powerful statements

pros:

- *cost effective*
- *strategic placement ensures wide audience exposure*
- *repeated exposure to messages*

cons:

- *can deteriorate in bad weather conditions*
- *people associate organisation with poor efficiency if not taken off when meeting/ event has taken place*
- *no potential for feedback, unless widely tested or if produced together with communities through participatory processes*

resources required:

graphic designer
 good quality images if necessary (300 dpi, good size according to use: consult designer)
 appropriate, approved copy

protocol:

- consult DMM to approve content
- print in house if black and white
- print externally via print house if colour
- budget should be accessed via a dedicated vote
- if externally sourced budget should come from being billed as dispersements against project

4. Policy briefs

best use:

Research results are often utilized to advocate for legislative and policy change at local, state, and national levels. Advocacy groups and legislators look to current research trends and information to make decisions. This information is often presented in the form of a policy brief and outlines the rationale for choosing a particular policy alternative or course of action in a current policy debate. The common audience for a policy brief is not interested in the research/analysis procedures conducted to produce the evidence, but are interested in potential solutions based on the new evidence. Policy briefs should be just that—brief and concise—and should focus on how new evidence has implications for a particular policy. They should be limited to one page (front and back, if needed)

pros:

- *good advocacy for funding*

cons:

- *appeals only to its narrow target audience*

resources required:

appropriate, approved copy
writer/information officer

protocol:

- consult DMM to approve content
- staff member must identify and disseminate info, to target audience only via printmedia or through e-mail and post
- budget should be accessed via a dedicated vote
- release through uMgogundlovu radiostation, and all relevant newspapers and radiostations
-

5. Newspaper

best use:

- a motivational or newsworthy story and or accomplishments of the institution
- a short announcement such as information on a name and erf number of an expropriated piece of land
- a correction of a misunderstanding, wrong announcement etc.
- if the institution is looking for a particular person

pros:

- *newspapers enjoyed the position of the most preferred medium to reach a wider audience until electronic communication emerged on the media scene*
- *authentic: information is put through thorough fact checking which guarantees it's authenticity*
- *reaches people and places the internet has not yet*

cons:

- *not as up-to-date as internet sources*

resources required:

- approved copy for advertisement or press release

protocol:

- approve announcement/advertisement/ press release via DMM
- if press release prepare according to template ([refer to appendix 20](#))
- if externally sourced budget should come from being billed as disbursements against project

6. Press release

best use:

- newsworthy announcement
- crisis management and aversion
- in a press conference
- answers all the "W type" questions like what, who, where, how, and when, in its content
- strategic messages requiring informed and cautious wording

pros:

- *A press release is an important device of communication because it takes the relevant communication directly to the press*

cons:

- *can be misconstrued if written copy is too vague*

resources required:

- writer/information officer
- approved copy

protocol:

- consult DMM to approve content
- budget should be accessed via a dedicated vote
- this is issued on the letterhead of the organization.
- it begins with a headline and dateline, and closes with the media contact for the organization
- quote of the spokesperson is also added to give it credibility
- release through Msunduzi municipal communications office

7. Newsletters

best use:

- give to stakeholders to create a favourable image, should be disseminated to all governmental, semi-governmental spheres and stakeholders
- information about the company, its capacity and capability, services and solutions offered, milestone achievements, sustainability, innovation, awards
- a more detailed technical approach to reporting about successes and programmes
- can include submissions from staff members, anything on interesting, relevant topics, new research studies, motivational stories

pros:

- *cost effective*
- *stakeholders can contribute pieces to read*

cons:

- *easily thrown away without being read*

resources required:

- writer/writers
- edited copy

protocol:

- released bi-monthly on a Wednesday
- permanent writers should be DMM, heads of departments and a member of communications team as

- permanent writers should submit their pieces to the communications office 3 weeks before publication
- each member of staff should be informed that a short piece of writing should be submitted to the communications office on the Monday 3 weeks before publication
- consult DMM to approve draft copy and endorse for print 2 weeks before publication
- budget should come from casting a dedicated vote
- printing should be done in house

8. Radio

best use:

- mass and diverse audiences
- press releases
- public notices
- cultivation of perceptions
- public participation
- can be used as a onetime tool to announce special meetings or events
- can also be used through a constant weekly slot which speaks about relevant topics and encourages participation from listeners

pros:

- *cost effective with relation to its effectiveness*
- *The specialization of radio stations by listener age, taste, and even gender permits more selectivity in reaching audience segments*
- *able to convey notices, messages in greater detail.*
- *an interactive means of communication with all the dial-in programs which give the listeners an opportunity to feature on radio*
- *medium to wide reach*

cons:

- *requires well thought out mental imagery to assure audience involvement as it is only audio*
- *programmes not always on at convenient times*

resources required:

- well informed member of staff if live participation is involved
- well thought out and translated statements

protocol:

- consult DMM to approve content for discussion via e-mail week before date
- phone radio stations to make a date for slot
- outline topic for discussion and send to radio stations via e-mail
- send e-mail and pamphlet reminders of slot time, date and topic to all collected addresses
- budget should come from casting a dedicated vote
- statements or interaction should be done on a specific spot weekly

9. Webpage/Website/Internet

best use:

- provide comprehensive info. On GEVDI's programmes and protocols
- info on whom to contact and numbers for each programme and department
- updates on progress/successes
- e-forums for participative discussion
- sign up function for e-mail updates and correspondence

pros:

- live updates/up to date info*
- interactive*
- easy way to build an extensive address list of community members for further participation and M and E*
- very good way to gather data and conduct polls via sign-up function*
- can establish links to other sites (CFNI, FAO, etc and MOA, local networks, governmental structures)*

cons:

- not accessible to all at present*
- needs a member of staff to constantly update information, seek answers to questions and participate in debate*

resources required:

- IT tech to update page
- Staff member to gather all information and get it approved and update info.

protocol:

- should contain correct and detailed description of programmes
- a member from communications team should manage and upload all information and seek answers to queries
- queries which communications team cannot answer should be handed over to appropriate staff
- should be constantly updated with relevant information
- all information should be assessed by appropriate person to verify
- consult DMM to approve content

10. Twitter

best use:

- marketing GEVDI: posts on programmes, successes
- redirect people to website
- opinion surveys
- updates on programmes

pros:

- *governments of various nations have understood the importance of "tweeting" information to the public, and regularly share information through Twitter.*
- *Reach to a massive audience*
- *Smart city*
- *shows people the municipality is an up to date, future orientated organisation*
- *very good way to gather data*
- *people feel confident about expressing views as they feel they are participating on an even platform*
- *free marketing platform*
- *easy sign up/following service*
- *younger generation (- 40) will be geared to be more participative interaction with government*

cons:

- *negative or irrelevant debates or info. can be seen by many before being deleted*
- *internet is not yet accessible to alliance*
- *not relevant to older generation*

resources required:

- appointed person to manage site
- IT tech dept.

protocol:

- heads of departments should each have a turn to post a statement or informative paragraph weekly
- every query that can be redirected to webpage should be done so
- consult DMM to approve content

11. Audio/Visual (video or animation)**best use:**

- educating and informing (good for marketing)
- informing on statistical data, programmes, policies
- motivational material, interviews with public/officials/donors
- anything message requiring a wide reaching, powerful impact
- to record events, speeches etc. and meetings to provide a concrete record of conversations and proceedings
- is best served as a qualitative, polished marketing tool or where endorsement is crucial to success
- video equipment can be provided to the community to encourage them to write/direct or act in a story as an expression of opinion towards a policy, programme or incentive or to simply create new skills

pros:

- *due to its visual and audio content video is an extremely effective way to explain concepts*
- *due to its visual and audio content, video is extremely well retained in the human brain*
- *cognisant of the audio or visually impaired*
- *cheap to produce relative to its effectiveness as opposed to other equivalent media*
- *easy to disperse over a wide area (e-mail, you-tube ,DVD-R,USB)*
- *it can be a creative form of expression when used by the community to express an opinion*

cons:

- *not usable if badly filmed or produced*
- *camera hire can be expensive*
- *video editors are not easy to source in PMB and are expensive*

resources required:

- camera technician to film
- video editor

protocol:

- consult DMM to approve filming
- have footage edited via video editor
- determine when and where film/animation will be played and arrange for viewing equipment
- if interviewing or specifically filming a person, they must sign a release form to allow for their filming
- and that their person may be viewed ad infinitum

12. Facebook**best use:**

- pictures articles of motivational nature and of programmes successes eg: a road which has been built
- marketing GEVDI: posts on programmes, successes
- redirect people to website
- opinion surveys through utilising "like" function

pros:

- *very easy to gather data by through "like" function*
- *pictures are excellent visual reminders to successes*
- *information on all factors of community eg: demographics, profession, status etc. can be gathered*

- *mass audience reach*
- *free marketing and interactive tool*
- *younger generation (- 40) will be geared to be more participative interaction with government*

cons:

- *not relevant to older generation*
- *internet is not yet accessible to all*

resources required:

- appointed person to manage site
- IT tech dept..

protocol:

- info, and pictures should be contributed by all staff members by 15:00 each Monday
- appointed person will choose relevant info, and pics to post
- consult DMM to approve content
- every query that can be re-directed to webpage should be done so

13. Post

best use:

- any kind of correspondence
- marketing material

pros:

- *reliable delivery*
- *very wide reach-many people who don't have Internet have postal addresses*
- *research has established that material sent via post is more likely to be read and kept than material which*
- *is simply handed out door to door on the streets or left to be read at hubs*
- *very cost effective*

cons:

- *correct addresses are needed to fully achieve benefits*

resources required:

- up-to-date addresses

protocol:

- should be constantly updated through M & E surveys handed out to visitors and at various events and meetings
- addresses should be managed through a data capturing software, this cache should be constantly monitored by a member of the Communications Unit

14. Suggestion boxes

best use:

Suggestion boxes are good tools to encourage participation from the community, they are usually posted around communal hubs such as ITC hubs, libraries, churches etc. they have a brief explanation atop the box. In GEVDI's case the boxes should be make clear that they will be used to read and consider any suggestion, opinion, gripe or query that a member of the public may have, the collection times should be stated along with the protocols used to read and address queries.

pros:

- *good for keeping in touch with opinions and suggestions of public*
- *views may be voiced that might usually not be due to the anonymity of box*
- *maintains a constant presence in the community and promotes the image of a participatory governance*

cons:

- *difficult to funnel the suggestions into most important answerable ones*
- *can be used as a dumping system for unwarranted or irrelevant comments*
- *can be misused as dirt-bin*
- *it must be clearly stated that not all comments will be addressed as this will lead to unfair expectations*

resources required:

- box for suggestions
- venues which allow for the boxes
- appointed person to pick up and drop of boxes at stipulated times
- appointed person/s to sort through comments

protocol:

- appointed person must collect suggestions out of box once a month on Tuesdays
 - Communications unit must sort through comments and retrieve those most pertinent in nature
 - Communications unit should answer queries or refer to relevant departments to do so
 - An answer should be given wherever possible via e-mail or postal address with a reference number included to track the responsible person (member of Communications unit who was responsible for reply)
 - each question that has been answered should be entered into data capture software with its reference number, along with collected statistical information if provided
- where an incorrect answer is given, the responsible person should be subjected to an inquiry

D2. Internal Communication Tools

1. Webpage/Intranet

best use:

- updates on personal news about staff members (who wishes to take leave, birthday reminders, who is studying further along with accolades)
- post job opportunities
- gather the input of employees through periodic surveys
- information on internal processes (who is currently working on which programme)
- live update of daily meetings

pros:

- *best ways for organisations to keep all their workers in the loop and communicate new information*
- *good way to keep staff on the same page*

cons:

- *needs constant updates*

resources required:

- IT tech dept.
- appointed person to manage site

protocol:

- consult DMM to approve content
- all info should pertain to the functionality of GEVDI
- all info for personal and programmes should be e-mailed or handwritten, and sent to the appointed person between 09:00 and 10:00 on Tuesdays weekly

- all meeting announcements shld be cc'd to appointed person by 8:30am along with contacting him/her whenever a change takes place in order to 'live update'

2. Noticeboard

best use:

- all relevant numbers shld be here ie: ward councillors, every member of staff, every relevant structure
- any uplifting articles about GEVDI, relevant news, interesting new research articles, the Batho Pele principles, GEVDI's mission statement

pros:

- *informative, is in a good place to be viewed*

cons:

- *gives a place a tired, dated feeling if it is not regularly updated and made use of*

resources required:

- appointed person to manage it
- content

protocol:

- appointed person will continually monitor and clear notice board of dated info and/or articles
- every member of staff will b assigned a day a month in which they have to bring something worthy of being put up (25th)
- if staff member does not bring something they are required to buy eats for the staff

3. Anonymous Suggestion box

best use:

- any suggestions from staff on improvement of GEVDI in all aspects, any and all questions intended to be asked anonymously

pros:

- *views are given a platform for expression through anonymity*

cons:

- *requires significant management*
- *can become irrelevant if not constantly promoted*

resources required:

- appointed person to manage
- strategically placed suggestion box

protocol:

- suggestions and questions are to remain 100% anonymous
- box will be collected by appointed person at the end of each month
- appointed person will give suggestions to DMM to evaluate and answer if necessary
- appointed person will publish suggestions and answers if any on intranet monthly

E. Communication Vehicles

Goal: What are the goals and objectives of the event? What level of participation do you wish to engage the audience in?

Audience: Who is affected by this message? Who do you wish to engage?

Medium: What is the most effective way to reach each audience? What resources does each group typically access?

Execution: What resources will be required? Who will be responsible for notifying the audience, arranging the event? What tools should be used?

1. Imbizos

best use:

- Imbizo's are mainly used by the mayor to inform all the zones of a municipality on the adoption of a policy new programme
- This is not only about ensuring that the community is participating in the Municipal programmes, but it is also a platform where the leadership can interact with all the residents of the Municipality.

pros:

- *people are kept abreast with developments in their area*
- *goes straight to the people*
- *useful as a means of demonstrating a transparent and open approach to policy making and collecting views.*

cons:

- *can be seen as a political vehicle*

resources required:

- accurate information
- public meeting space

protocol:

An open invitation is extended to any member of the public (e.g. through advertising) to find out about a particular issue
venue date and time is given
Imbizo's are called via the Mayors office

2. Ward Committee Meetings

best use:

- gathers all members of the ward committees
- any kind of information, education or discussion

pros:

- *allows for important information to be conveyed to members of the community actively aware of governments actions and carry their endorsement when further conveyed*

cons:

- *can become a vehicle to unpack grievances not relevant to topics at hand*

resources required:

appointed person to arrange meetings
relevant technocrats

protocol:

- present strategy to meet to DMM for approval
- confirm meeting with affected Ward Councillors
- confirm with relevant technocrats who are to present
- prepare print/electronic media if helpful
- have media approved via relevant protocols
- hand out M & E surveys at meeting

3. Focus groups

best use:

- They bring together 8-10 people, led by a trained facilitator, to discuss a particular issue
- Often recruited to represent a particular group of citizens;
- The purpose is to explore immediate opinions in greater depth

pros:

- *allows specific issues to be explored in a focussed way*

cons:

- *can be misconstrued as an invitation for negative comment only*

resources required:

e-mail/postal address list including occupation
 trained facilitator
 workspace

protocol:

- organise and confirm meeting space
- use sign-up web page sign-up system and postal addresses to ascertain who to invite to focus groups (eg: healthcare professionals for a new health programme)
- send out invitations via e-mail and post, accept first 30 correspondents
- lasts 1-2 hours
- video and or use scribe to notate meeting
- provide refreshments
- feed data into capture system to be used to inform decision making

4. Reconvening groups

best use:

- Similar to focus groups, except that participants are invited to reconvene as a group on one or more occasion having had time to read information, debate the issues, with others outside the group, and reflect and refine their views;
- Meetings can be designed to revisit and or build on previous discussions

pros:

- *Good for encouraging participants to continue their discussion and develop their thinking between meetings.*
- *Ignites discussion amongst all members of the community as participants share the discussion with other people*

cons:

- *Can lead to an unclear translation of a message through the "grapevine"*

resources required:

- e-mail/postal address list including occupation
- trained facilitator
- meeting space

protocol:

- organise and confirm meeting space
- clearly define agenda
- meeting should last up to 2hrs
- confirm that participants will be able to meet at re-convening times
- design meetings to build on previous discussions
- if majority of participants fail to re-convene, begin process again as the aim is to build on and refine views
- video and or use scribe to notate meeting
- provide refreshments
- feed data into capture system to be used to inform decision making

5. Citizen panels**best use:**

- These panels are made up of a statistically representative sample of the population (ranging from 500-5000 people);
- The views of panel members on different issues are sought regularly using a variety of methods, such as surveys, interviews or focus groups A proportion of the panel is replaced over a period of time

pros:

- *cost effective once set up, and can be used flexibly.*

cons:

- *there is a danger of the public reaching a state of satiation or fatigue due to a bombardment of information and governmental presence which effects the quality of feedback*

resources required:

- e-mail/postal address list including occupation
- well written information on particular issues

protocol:

- identify participants through data capture
- develop procedures of constant interaction and feedback including e-mail interactions and discussion polls
- feed data into capture system to be used to inform decision making

6. Citizen juries**best use:**

- A group of 12 to 16 citizens recruited to be a best fit of a population, or a particular section of the public, are brought together to discuss a policy issue
- Citizens are informed about the issue and receive evidence from 'expert' witnesses
- they last for up to four days and use independent facilitators

pros:

- *Good for developing creative and innovative solutions to difficult problems. Allows policy makers to get an in-depth understanding of public perceptions to an issue.*
- *The response letter garnered from this meeting is a good tool for exhibiting the institutions attitude to participation and is therefore a good advocacy tool for grant funding*

cons:

- *people might not attend all four days*

resources required:

- experts in field of reference
- independent facilitators
- meeting space

protocol:

- identify participants through data capture
- approve chosen participants and meeting with DMM
- arrange and confirm independent facilitators attendance
- arrange venue/s for deliberations to take place
- arrange and confirm expert witnesses attendance
- send out invitation via e-mail and post, back up telephonically, doing so will exhibit that this is an event and that these participants have been specifically chosen for and their attendance is of a very high value to us
- they last for up to four days
- their conclusions are compiled in a report and presented to the Communications Unit to refer to DMM for a response
- the response is announced via an official signed letter and sent to all participants, HOD's relevant governing bodies
- the response is an important part of the process and must therefore be quick and correct
- video and or use scribe to notate meeting
- provide refreshments
- feed data into capture system to be used to inform decision making

2. LAND ACQUISITION PROGRAMME communications procedural manual

Strategic driver:	Urban renewal
Core objective:	To secure as many willing seller agreements as possible
Message:	We are responding to your communication needs with due diligence
Audience:	LAP stakeholders, Landowners, Members of community, Municipality, GEVDI, Land Legal Committee

Strategy	Tool/Vehicle	Message/Content	Strategy procedure	Budget	Audience	Resources required
1) COMMUNICATION STRATEGY AND PLAN (commissioned by GEVDI)	Research Study	This plan is presented as an all encompassing reference document and strategic plan. It is intended to be used as a working manual and as a tool towards reaching greater developmental goals. It provides information covering every aspect of communication and its application within GEVDI's specific environment. It precisely details each factor, spatial, historical and otherwise to illustrate how Edendale came into being and who it is today. In doing so GEVDI's history is detailed and its roles responsibilities and goals clarified, upon which of communication is researched and applied through targeted and planned strategies.	<ul style="list-style-type: none"> Commission consultants Prospective candidates outsourced 	LLC	Prospective candidates	<ul style="list-style-type: none"> Prospective candidates who specialize in communications and or marketing
2) COMMUNICATIONS TEAM (appointed)	Official Letter of Appointment	This confirms appointment and stipulations of contract	<ul style="list-style-type: none"> Review and appoint candidates 	LLC	Communications team	Relevant officials

3) COMMUNICATION STRATEGY AND LIAISON PLAN (research and developed)	<ul style="list-style-type: none"> Internet Interviews 	See no.1	<ul style="list-style-type: none"> Research Develop Consult with relevant expertise Review 	LLC	GEVDI, landowners, tenants, MHP, Msunduzi Communication Unit	Communications team
4) COMMUNICATION STRATEGY AND LIAISON PLAN (approval)	Meeting		<ul style="list-style-type: none"> Present document to LLC Present document to DMM Liaise with Msunduzi Communication Unit Report to SMC for adoption 	LLC	LLC, DMM, SMC, Msunduzi Communication Unit	Communications team
5) GEVDI SIGNAGE (designed, printed and applied)	Graphic design	This should help re-direct the public to GEVDI's reception area	<ul style="list-style-type: none"> Present design to DMM for approval Establish specs Present to Procurement Unit for further outsourcing Board is supplied and fitted 	LLC	All visitors to GEVDI	<ul style="list-style-type: none"> Graphic designer Work order Procurement Unit
5) FRONT HELP DESK (set up)	<ul style="list-style-type: none"> Interpersonal Communication M & E survey Data Capturing software (future) Interactive GIS (future) 	The helpdesk will be the first line of contact between members of the public and GEVDI it will answer and refer queries it will use the register and surveys to collect valuable information such as postal and physical addressees, e-mail addresses and vocations along with other pertinent info. for evaluation	<ul style="list-style-type: none"> Introduce helpdesk Provide register Provide surveys for M and E purposes It should be considered at a later stage to have the IT dept. install a data capturing software to manage all collected data An interactive GIS system should be incorporated at the help desk to address citizen's queries 	LLC	All visitors to GEVDI	<ul style="list-style-type: none"> Appointed person to man front help desk A computer A register Questionnaires to hand out Data capturing software (future) Interactive GIS (future)

9) MEDIA:	video 1	This video will present interviews with landowners and tenants who have been privy to the Land Acquisition Programme. It will have a positive tone and focus on the benefits both tenant and landowner have experienced by the land having being sold. It is intended to be used by the facilitators to encourage people to sell their land through hearing what their own community feels. It will also educate by explaining what to do when the owner is deceased, so they can begin the process, etc. It will be in Zulu and may have English sub titles	<ul style="list-style-type: none"> • Present concept to DMM for approval • Identify and secure interviewees • Employ camera technician to film • Film, edit and compile video • Present to DMM for approval and release • Disperse as required • Present to Mayor and political arena 	LLC	Ward Committee members, Ward Councillors, Landowners, Tenants, general public, interested and affected parties General public	<ul style="list-style-type: none"> • Video editor • Camera • Video technician • Communications team • Interviewees • Translator
	video 2	This video will explain the technical processes related to the LAP, such as acquisition and expropriation, valuations, deceased estates etc. The content is to be written by the LLC as it deals with technical processes, It will be in Zulu and may have English sub titles	<ul style="list-style-type: none"> • Present concept to DMM • Compile animation/video • Present to DMM for approval • Disperse as required • Present to Mayor and political arena 	LLC	Ward Councillors, Landowners, Tenants, Ward Committee members General public	<ul style="list-style-type: none"> • Video editor • Quality footage or pics for background (of Edendale or something relevant) • Communications team • Translator
	pamphlet 1	This pamphlet will explain the processes of the LAP and also explain what the purpose of GEVDI's is it will include the names of each facilitator and GEVDI's address and e-mail address, it will also tell people what they need to bring (title deed, property description, I.D.) in order to further access information when engaging within GEVDI	<ul style="list-style-type: none"> • Present concept to DMM • Consult LLC to compile correct content • Design • Present to DMM and LLC for approval • Have content translated via MHP translator • Print • Disperse as required 	LLC	Ward Councillors, Landowners, Tenants, Ward Committee members General public	<ul style="list-style-type: none"> • Graphic designer • High-res. Images • Content • Translator • Printing service
	radio	This will announce the broad stakeholder engagement	<ul style="list-style-type: none"> • Compile press release (pls refer to appendix for 20 press release template) • Approve content via DMM • Confirm with uMgogundlovu radiostation to arrange meeting about logistic, budget and timeslot for airing 	LLC	Public	<p>Communications team</p> <p>Thoughtfully worded press release</p>

	newspaper	This will announce the broad stakeholder engagement and invite all whom are interested or are stakeholders in this matter	<ul style="list-style-type: none"> Run an advertisement in targeted local circulating newspapers to announce the broad stakeholder engagement 	LLC	Public	<ul style="list-style-type: none"> Communications team Copy(content) for advertisement
	poster	This will announce the broad stakeholder engagement	<ul style="list-style-type: none"> Design Present to DMM for approval Outsource printing and application Signage company will strategically place posters throughout affected areas 	LLC	Public	<ul style="list-style-type: none"> Graphic designer Signage company
10) WARD COMMITTEE MEETINGS (set -up)	<ul style="list-style-type: none"> e-mail landline 	Arrangement of meetings	<ul style="list-style-type: none"> Present strategy to DMM Contact all councillors via e-mail, mobile Arrange a date and venue for committee meetings 	LLC	Ward Councillors	<ul style="list-style-type: none"> Communications team Telephone Addresses and numbers
WARD COMMITTEE MEETINGS (targeted) 21,22,16,25,20	<ul style="list-style-type: none"> pamphlet 1 video 1 video 2 GIS M and E survey 	<p>Inform ward committee members of the Land Acquisition Programme by having relevant specialists inform on how and why certain pieces of land is identified for acquisition.</p> <p>The processes of acquisition are explained and the relevance to the stakeholders made clear ie. how it will benefit/effect them</p>	<ul style="list-style-type: none"> Handout pamphlets Handout register to collect e-mail and postal addresses Disseminate video via e-mail at meeting Have various specialists present on their field Have Head of Communication facilitate discussion Use GIS to explain processes Have scribe take notes Have camera tech. capture meeting Hand out M and E survey 	LLC	Ward committee members and Councillors, landowners, tenants	<ul style="list-style-type: none"> Venue for gathering Representative of: GEVDI: Planning unit & Comm.dev Communications team Facilitators Camera tech (if filmed) Maps of area

AFFECTED WARD COUNCILLOR WORKSHOP (set up)	<ul style="list-style-type: none"> e-mail landline 	Arrangement of meeting	<ul style="list-style-type: none"> Present strategy to DMM for approval Liaise with Speaker Office to endorse workshop and establish programme director and task responsibilities Confirm date Arrange venue Co-ordinate arrangement of tea and lunch [catering and budget] present agenda to Speaker Office Circulate invitation- Co-ordinate this with the Speaker Office Prepare media 	LLC	Ward Councillors	<ul style="list-style-type: none"> Venue Refreshments Data projector
11) AFFECTED WARD COUNCILLOR WORKSHOP (run)	<ul style="list-style-type: none"> pamphlets video 1 video 2 GIS M & E survey 	A meeting to explain the judicial processes and all details of Land Acquisition process in order to equip Ward Councillors with in-depth and factually sound information in order for them to further carry our message to the community, facilitate the objectives of the programme and present a united front. Endorsement of Land Acquisition and Expropriation Programme	<ul style="list-style-type: none"> Hold presentation, relevant specialist inform on their field Disseminate pamphlets Handout register to collect e-mail and postal addresses Disseminate video via e-mail addresses Play video 1 and 2 Have scribe take minutes Have camera tech. video proceedings Have Head of Communication facilitate discussion Provide refreshments Hand out M and E survey Report to SMC after workshop 	LLC	Ward Councillors, Mayor, Chair of Economic Development Portfolio, , Ward Committee, Officials [Gevdi, Housing, Infrastructure], LLC [Stowel, MHP, Dept of Human Settlement & Dept of RD&LR]	<ul style="list-style-type: none"> Venue for gathering Representative of: LLC MHP GEVDI Communications team Hosing dept. Refreshments
12) BROAD STAKEHOLDER ENGAGEMENT WORKSHOP (set-up)	<ul style="list-style-type: none"> landline e-mail 		<ul style="list-style-type: none"> Approval of Workshop by DMM Liaise with Speaker Office [Endorsement of Workshop and Identification of Programme Director and Delegation of tasks] Prepare agenda and have approved by DMM Confirm participants and Speakers 		HOD's, tenants, landowners' Mayor, Chair of Economic Development Portfolio, All Edendale Ward	<ul style="list-style-type: none"> Communications team Telephone Addresses and numbers

12) BROAD STAKEHOLDER ENGAGEMENT WORKSHOP (run)	<ul style="list-style-type: none"> • pamphlets • video 1 • video 2 • GIS • newspaper • radio • loudhailers? • M & E survey 	<p>This engagement intends to educate, inform and iron-out misconceptions and grievances about the Land Acquisition Programme, sending the message that we as GEVDI are focussed on listening to the public and concerned about addressing their needs and opinions. We are providing specialists in all relevant fields to help the community acquire answers and thoroughly address questions and grievances. It will inform on progress and programme on Land Legal and development matters in Greater Edendale, Processes and Programme on Land acquisition [including Business Plan and Tranche funding, Reflect Challenges and Queries raised at Affected Councillors Workshop, Introduction of Social Facilitators [roles and responsibilities], Report on Expropriation process and challenges raised at Affected Councillors Workshop, present way forward on Expropriation and matters relating to Deceased Estates, present the Integrated Sustainable Human Settlement development programme, Engagement and role of Communication Unit</p>	<ul style="list-style-type: none"> • Present Agenda to Speaker Office – Endorsement • Circulation of Invitation – Co-ordinate with Speaker Office • Send out invites via pamphlets, newspaper, radio, poster, loudhailers 	LLC	Councillors, Officials [Gevdi, Housing, Infrastructure], LLC [Stowel, MHP, Dept of Human Settlement & Dept of RD&LR]	<ul style="list-style-type: none"> • Venue • Screen projector • Representatives of relevant fields • Loudhailers
			<ul style="list-style-type: none"> • Hold presentation with relevant specialists with head of Communications team as facilitator • Have Head of Communication facilitate discussion • Play video 2 • Handout register to collect e-mail and postal addresses • Hand out pamphlets, disseminate video 1 and 2 via e-mail • Have scribe take minutes • Have camera tech. video proceedings • Provide refreshments • Hand out M and E survey • Report to SMC after workshop 		HOD's, tenants, landowners' Mayor, Chair of Economic Development Portfolio, All Edendale Ward Councillors, Officials [GEVDI, Housing, Infrastructure], LLC [Stowel, MHP, Dept of Human Settlement & Dept of RD&LR]	

Appendix

The attachments are recorded as follows:

Appendix	Item	Description
Appendix 1	Glossary	Concepts, Definitions and Terms
Appendix 2	Performance Management System	Stakeholder engagement: operational principles and actions
Appendix 3	Performance Management System	Stakeholder Matrix
Appendix 4	Performance Management System	Stakeholders and Issues
Appendix 5	Performance Management System	Guidelines: Pilot Project towards participation and empowerment
Appendix 6	Land Acquisition	Letter intention to dispose property
Appendix 7	Land Acquisition	Schedule of costs [March 2013 to 2016]
Appendix 8	GEVDI: Towards a Work Programme	Local Economic Development
Appendix 9	GEVDI: Towards a Work Programme	Spatial and Physical Planning
Appendix 10	GEVDI: Towards a Work Programme	Human Settlements
Appendix 11	GEVDI: Towards a Work Programme	Social Equity and Community Development
Appendix 12	GEVDI: Towards a Work Programme	Good Governance and Participation
Appendix 13	GEVDI: Towards a Work Programme	Environmental Services and Sustainability
Appendix 14	GEVDI: Towards a Work Programme	Infrastructure Provision and Services
Appendix 15	GEVDI: Towards a Work Programme	Land Acquisition and Land Legal Matters
Appendix 16	Greater Edendale Development Trust	Focus Groups and work activity
Appendix 17	IDP	Projects and Programmes [2014/2015]
Appendix 18	Housing	Planned housing interventions in Edendale
Appendix 19	Customer Service Charter	Inclusion of Chapter 1 and 2
Appendix 20	Press Release Template	Template – Press Release

Appendix 1

Glossary



Concepts, Terms and Definitions	
Advocacy planning	A set of ideas and practices developed in the USA in the 1960s that influenced approaches internationally, e.g. the development of planning aid in the UK. In situations of diversity there should be a host of plans, each representing the interests of particular groups, rather than a single plan prepared at the outset by the planning authority who assume that it represents 'the public interest'. Advocate planners would work with groups to help them prepare their plan, present it and negotiate compromises through an active process of seeking consensus.
Charette	A design-based intensive workshop where stakeholders are brought together to suggest solutions for complex planning issues. Such solutions include trying to balance planning, economic and social factors as well as urban design and sustainability considerations. A charette should include representatives from interest groups although it is not limited to these groups. It involves a rapid and dynamic interchange of ideas between planning practitioners, stakeholders and the general community. Concrete results are produced rapidly with meaningful involvement of the community.
Spatial Development Framework	The Local Government Act 2000 requires local authorities to prepare a SDF. The SDF sets out the broad vision for the future of the local authority's area and proposals for delivering that vision. The SDF may be a material consideration in planning.
Compact Mediation Scheme	A mediation service for the resolution of conflict and disputes relating to the Compact between the Government and the voluntary and community sector in England. The Compact was published in 1998, and is intended to strengthen partnership working. The scope of the Compact includes central Government departments, their executive agencies, Government Offices for the Regions and all voluntary and community sector organisations. The Compact Mediation Scheme is a means to resolve a dispute where one party feels that the Compact has been infringed. This independent mediation scheme is operated by the Centre for Effective Dispute Resolution Solve, who were appointed by the Home Office in 2003. For further details see www.cedr-solve.com/compact/ .
Conciliation	A form of mediation in which the independent mediator appointed by the parties to the dispute takes an active role in putting forward terms for a possible settlement.
Diversity	A condition of a society, made up of many different social groups with crosscutting bases for identity, eg gender, ethnicity, age, sexual orientation, property ownership, class, or lifestyle. Diversity means there are more likely to be conflicts of interest than in a homogenous society, but also there is more likely to be tolerance and a culture of compromise and negotiation.
Engagement	Engagement means entering into a deliberative process of dialogue with others, actively seeking and listening to their views and exchanging ideas, information and opinions, while being inclusive and sensitive to power imbalances. Unlike 'mediation' or 'negotiation' engagement can occur without there being a dispute to resolve. Engagement is a means to identify and clarify disputes by listening to diverse interests; negotiation or mediation may then follow.
Evaluative mediation	One form of mediation in which the independent mediator appointed by the parties to the dispute introduces a third-party view over the merits of the case.
Facilitative mediation	One form of mediation in which the independent mediator appointed by the parties to the dispute assists the parties' own efforts to formulate a settlement.
Geographical information systems (GIS)	Computer-based storage and analysis of spatial data, that allows the data to be analysed at different spatial scales, and to be produced as maps by the computer.
Governance	The process by which government is carried out through the interaction between formal institutions of government (such as councils and administration) with other agencies that operate 'at arm's length' from government, and with the private sector and non-governmental organisations such as those in the voluntary sector.
Integrated Development Plan (IDP)	First introduced in 1996, IDPs are a statutory requirement in South Africa. They are produced by local authorities, and are intended to provide a long-term vision for the development of a locality. The IDP is also a means to co-ordinate various sector plans and to link development to environmental sustainability, as well as providing a basis for annual

	and medium-term budgeting. An IDP includes a spatial development framework that provides basic guidelines for land use management within the local authority.
Local Development Framework (LDF)	The LDF will be a means of delivering the Regional Spatial Strategy and the Community Strategy for the authority. It will have to be in general conformity with the Regional Spatial Strategy, and should give spatial expression to those aspects of the Community Strategy that relate to the use and development of land. The unitary or district local planning authority will prepare the LDF. It will comprise a core Parts of the LDF will be subject to statutory requirements for consultation and formal testing, and these elements will have statutory status as accorded by the proposed Planning & Compulsory Purchase Bill - ie it will be a prime consideration in the determination of planning applications. Other parts of the LDF 'folder' will be less formal, non-statutory documents. An LDF must include a Statement of Community Involvement as part of its statement of core policies or accompanying it.
Mediation	Mediation is defined on the Centre for Effective Dispute Resolution website as 'a voluntary, nonbinding, without prejudice, private dispute resolution process in which a neutral person helps parties try to reach a negotiated settlement'. However, in reality it is also a public dispute resolution process.
Negotiation	Negotiation is a process of reaching consensus by exchanging information, bargaining and compromise that goes on between two or more parties with some shared interests and some conflicting interests. Negotiation is likely to be part of the process of mediation, but can also happen outside of any formal mediation and without the assistance of a neutral person.
Participatory planning	Participatory planning is a set of processes through which diverse groups and interests engage together in reaching for a consensus on a plan and its implementation. Participatory planning can be initiated by any of the parties and the forms it will take and the timetables are likely to be negotiated and agreed amongst participants. The process is rooted in the recognition that society is pluralist and there are legitimate conflicts of interest that have to be addressed by the application of consensus-building methods. Participatory planning is culturally aware and sensitive to differences in power, and seeks to ensure that these do not predetermine outcomes. The different parties need to exchange information to explore areas of common ground and compromise and to find ways of reducing the extent and intensity of disagreements. No party should lose out entirely.
Planning aid	Voluntary provision by planners of free and independent professional advice on planning to individuals or groups unable to afford to pay for the full costs such advice. Planning Aid includes the provision of training so that its clients can be empowered through better understanding of how the planning system works and the development of skills that enable them to present their own case more effectively.
Pre-mediation	A process through which a planning authority acts like a mediator by listening to other stakeholders, helping to identify potential disputes and to resolve disagreements, so that agreements reached can be built into a plan.
Public consultation	A process through which the public is informed about proposals fashioned by a planning authority or developer and invited to submit comments on them. Public consultation is often a significant part of public participation. Public consultation casts the public in a reactive mode and invites them to provide information to an agenda that has been pre-defined.
Public participation	Public participation is a process led by the planning authority. The planners try to anticipate the needs of the public and to synthesise them into a plan that meets the needs of everyone, while also conforming to national policy. Participation fits a timetable that is set, but not necessarily adhered to, by the planning authority. It involves a series of formal stages beginning with exploration of issues and ending with a plan. The flow of information is mainly from the planners to the public, who are given opportunities to comment.
Statement of Community Involvement (SCI)	Local Development Frameworks must include a SCI, either as a part of the statement of core policies or accompanying it. The SCI must set out the following: arrangements and standards for involving the community in continuing review of the LDF and significant development control decisions; standards of good practice for engaging those with an interest in a proposed development; guidelines that will enable the community to know when and how it will be consulted; and a benchmark for applicants for planning permission about what is expected of them. The SCI will be underpinned by requirements in regulations and the draft SCI will go through independent examination with binding Inspector's recommendations.

Appendix 2

Performance Management System

Stakeholder engagement: operational principles and actions



The following functions as a checklist. Place a tick in one of the right hand columns to clarify whether you have actioned all appropriate operational principles in engaging with stakeholders.

Communication	N/A	Yes	No
Open and effective engagement involves both listening and talking			
Two-way communication (Who does the department need to talk and listen to?)			
1. Foster co-ownership of the communication process.			
2. Clearly define lines of communication.			
3. Maximise community and stakeholder opportunities to say what they want and to provide information and feedback.			
4. Ensure departmental representatives take part in consultation and are accessible to communities and stakeholders.			
5. Demonstrate active listening by responding to the issues of each community and stakeholder group and being sensitive to their concerns.			
6. Determine and use the right channels of communication to ensure the method of communication is appropriate to the relevant communities and stakeholders.			
7. Identify appropriate individuals and contacts to ensure the right people are engaged. Ensure the contacts are representative of their group.			
8. Build and maintain honest working relationships through the provision of accurate and timely information.			
9. Understand individual and group capacities to participate and incorporate this into planning.			
10. Recognise the importance of engaging at the most direct level and ensure the level is appropriate for the purpose.			
Communication	N/A	Yes	No
Open and effective engagement involves both listening and talking			
Clear, accurate and relevant information (What is communicated? What do key stakeholders want to know?)			
1. Identify and assess all relevant social, environmental and economic effects of activities.			
2. Provide information and analysis (where appropriate) that is technically or scientifically sound and relevant.			
3. Provide information in a form that is understandable by the target audience and in a way that genuinely helps people to understand and make informed decisions.			
4. Use independent expert advice when appropriate.			
5. Ensure access to information.			
6. Ensure the information provided is delivered in a culturally appropriate manner.			
7. Provide opportunities for communities and stakeholders to ask questions, to seek clarification of information provided and to contribute their own experiences and information.			

Communication Open and effective engagement involves both listening and talking	N/A	Yes	No
Timeliness (When do we communicate?)			
1. Seek community and stakeholder views as early in the proposal development stage as possible.			
2. Understand and recognise the need to build relationships, capacity and knowledge before making decisions.			
3. Allow enough time for community and stakeholder issues to be raised and addressed and for stakeholders to review and respond to information.			
4. Establish clear and realistic timeframes for community and stakeholder input.			
5. Maintain engagement throughout the life of the project, from the planning stage through to construction/implementation, operation/review and finally through to closure.			
6. Respect timeframes that will allow community and stakeholder			
7. Provide information within appropriate timeframes and contexts and identify the reporting period. Make any critical deadlines and timeframes clear to communities and stakeholders.			
8. Ensure timing is convenient to allow adequate community and stakeholder representation.			
9. Recognise, respect and accommodate changes to timeframes where necessary.			
Transparency Clear and agreed information and feedback processes	N/A	Yes	No
Transparency (How is information about the engagement process communicated?)			
1. Clearly identify government or departmental objectives for the project. Clearly articulate the preferred outcomes of the engagement process.			
2. Identify the objectives of the community and stakeholders.			
3. Clearly explain or negotiate (where required) the decision-making processes and ensure that communities and stakeholders understand government or departmental objectives.			
4. Clearly outline and negotiate (where required) the boundaries of the engagement process, commitment of resources and level of influence of the various parties involved in the process.			
5. Clearly articulate the preferred outcomes of the project (for example operating conditions, environmental objectives, effective implementation of changes to minimise impact on clients).			
6. Clearly set out the process and provisions for two-way feedback.			
7. Reinforce the expected outcomes throughout the process. Provide information immediately on any changes to the expected outcomes.			
8. Report openly the input from all communities and stakeholders and include feedback on their input.			
Reporting (What is documented?)			
1. Document decisions and outcomes of meetings with communities and stakeholders.			
2. Report appropriate performance information on the consultation through an agreed process.			
3. When appropriate and practicable, support performance information with verification.			
Collaboration Working cooperatively to seek mutually beneficial outcomes	N/A	Yes	No
How capable are stakeholders and community groups of participating in the process? Where can help be found to support community groups in this process?			
1. Recognise that adequate time and resources are needed by industry, governments and communities to effectively engage.			
2. Share expertise.			

3. Work in cooperation.			
4. Establish joint ownership of outcomes, seeking mutually beneficial outcomes where feasible.			
5. Comprehensively deal with the issues and seek stakeholder input into responses.			
6. If appropriate, take an active role in local community affairs.			
7. Consider independent mediation processes to deal with disagreements and disputes.			

Inclusiveness Recognise, understand and involve communities and stakeholders early and throughout the process	N/A	Yes	No
What are the cultural characteristics of communities and stakeholders? Do they have the ability, experience and/or access to support or deal with this process?			
1. Identify the relevant communities and stakeholders, recognising they may change over time.			
2. Identify and, where possible, understand community and stakeholder issues, interests, aspirations and concerns to better define what matters most to the community.			
3. Facilitate (where appropriate) community and stakeholder engagement.			
4. Acknowledge and respect the diversity of communities and stakeholders.			
5. Respect the culture and heritage of local communities, including the traditional owners of the area.			
6. Accept the different agendas of different communities and stakeholders and ensure that dominant groups are not the only voices heard.			
7. Ensure there are appropriate systems, with minorities and other marginalised groups having equitable and culturally appropriate ways to engage, so groups that may be under-represented or hard to reach take part.			
8. Acknowledge that in few circumstances is it feasible to involve the entire community.			
9. Prepare a consultation plan and tailor engagement strategies to meet the needs of community and/or stakeholder groups, their accessibility and information needs.			
Integrity Conduct engagement in a manner that fosters mutual respect and trust	N/A	Yes	No
What is the ability to build credibility and confidence?			
1. Agree on the ground rules for the process and obey them — explain what the process is trying to achieve.			
2. Be open about the nature of the engagement process and make it clear from the beginning what decisions are outside the scope of the process.			
3. Clearly articulate what is negotiable and what is not negotiable in the engagement process. Give reasons for decisions.			
4. Ensure realistic expectations are set and agreed early in the process.			
5. Take responsibility for departmental actions and live up to promises.			
6. Report often on progress — accurately and promptly.			
7. Ensure the proclaimed values of departmental policies and codes of conduct at the corporate level are consistent with practice on the ground.			
8. Ensure that all stakeholder opinions and rights to object or support a project/policy are respected. Acknowledge and respond to stakeholder concerns.			
9. Treat people fairly and without discrimination.			

10. Respect legal, ethical, and human rights.			
11. Be honest, even when the news is not good			

Business/Project objective:	
1. Who are the stakeholders (internal and external)?	
2. What are the objectives of engagement?	
3. What are the issues associated with the engagement?	
4. What are the opportunities of engaging?	
5. What are the risks of engaging?	
6. What are the risks of not engaging?	
7. What are the methods of engagement? (phone/email/ face-to-face forums/ conference/etc.)	
8. How will we know if we are successful and how will we build in the lessons learnt for next time?	

Appendix 3

Performance Management System Stakeholder Matrix



Stakeholder	Responsibility	Influence	Proximity	Dependency	Representation	Policy and strategic Intent
Criterion	Description					
Responsibility	Stakeholders to whom you have a responsibility					
Influence	Stakeholders with influence or decision-making power					
Proximity	Stakeholders with whom you interact most, including internal stakeholders, those with long-standing relationships and those on whom you depend for day-to-day operations					
Dependency	Stakeholders who are directly or indirectly dependent on your activities					
Representation	Stakeholders who through regulation or custom or culture can legitimately claim to represent a constituency (including especially our clients)					
Policy and strategic Intent	Stakeholders whom we directly or indirectly address by policy or practice					

Appendix 4

Performance Management System Stakeholder and Issues



Key stakeholder and issues	Policy	Financial or legal	APS norms	Stakeholder behaviour	Social norms
Criterion	Description				
Policy	Is the issue related to government or department policy, a departmental outcome or output or other public commitment?				
Financial or Legal	Are there elements related to our financial or legal compliance performance?				
APS norms	Are there Public Service norms involved, regardless of whether the department has a specifically stated position?				
Stakeholder behaviours	Are the issues likely to impact on the decisions and behaviour of stakeholders – either towards the department or in more general terms?				
Social norms	Are there societal norms involved, especially of a regulatory or non-regulatory scrutiny?				

Description	Measure of success
Enhanced community confidence	Majority of difficult significant issues identified and addressed before they impact on confidence.
Improved access to emerging issues	Issues identified and strategies in place prior to their escalation.
Protection against negative client actions	No letter writing and/or internet campaigns aimed at changing departmental practice (not policy).
Simplify conflict resolution	No significant conflicts exist with key stakeholders which are not being addressed.
Increased organizational effectiveness	<ul style="list-style-type: none"> Strategic Engagement activity aligned to strategic intent as outlined in Gevdi business plan. No instances of systemic 'poor' practice reported by stakeholders which are not being addressed. Percentage of specific practice suggestions made by key stakeholders that have been adopted in whole or part.
Enhanced two-way communication skills	Department staff and external stakeholder satisfaction with quality of two way dialogue, especially amongst formal reference/advisory group members.
Reduced costs	<ul style="list-style-type: none"> Reduction in legal and reputational costs (where applicable). Estimate of resources realized by effective Engagement.
Bridge cultural gaps	Appropriate and ongoing relationships with specified cultural groups.
Promote a culture of innovation and learning in policy advice and practice responses by incorporation of stakeholder perspective	These issues formally considered in preparation of policy advice and practice plans (specific identification in templates used).

Appendix 5

Performance Management System

Guidelines: Project Initiation towards Participation and Empowerment



A pilot project should seek to open decision-making to the citizenry. International experiments give important guidance regarding practicalities including the importance of outreach and inclusivity; skills development and capacity building across the board (for officials as well as citizens); allowing the public to set local priorities as well as monitor them; and transferred power away from the state to the citizens. In addition,

- All citizens (not only those belonging to community organizations) can participate;
- Participation would be governed by a combination of direct and representative democracy procedures (and would occur via regularly functioning institutions); and
- The allocation of resources would be determined by general criteria (decided by the participatory institutions) and technical criteria (relating to technical or economic viability, as defined by the executive and according to various legal norms).

Turning to a possible local pilot, parameters and requirements include the following:

- A strong monitoring and evaluation system
- Robust indicator development – the value of robust indicators to the broader
- National development project is self-evident
- Decide where to locate the pilot – at a ward level
- The pilot site needs to be geographically compact in order to ensure that the pilot is ‘do-able’ and affordable.
- It also needs to include communities with tangible infrastructure and service.
- Needs around which to organise and mobilize.
- A comparable control site should be selected - only by being able to compare pilot with control site will we see the pilot successes and failures in a comparative lens that allows them to stand out.

Above all, the pilot must be designed for success so that participation stands out, not problems located with the site or locale.

- The pilot locale needs to have an effective and respected councillor.
- A functional and efficient ward committee.
- Be without suspicions or allegations of corruption.
- A good institutional framework should be in place, including Speaker’s Office, good communications network, and (ideally) little or no inter-institutional hostility.
- Have in place a strong, or at least well organised, set of civil society organisations and to partner them in the pilot.
- Consider partnerships with community-based organisations in delivering services.
- Gender needs to be carefully considered – not reduced to equal numbers of men and women, but understood in broader terms regarding the outcomes of the pilot

Undertake a needs analysis of local public servants, ward committees and the rest of the individuals that populate the institutional terrain. Opening decision making to citizens requires a new kind of public servant, with a new set of skills Participation involves more than drawing people into existing political and/or development processes; it transforms those processes in ways that boost people’s opportunities and capacities generally to claim their rights.

It therefore becomes an aspect of a wider transformative and redistributive project. It is not enough to redesign or adjust processes beforehand in order to facilitate greater participation; they must be amenable to being reshaped by participation.

Appendix 6

Land Acquisition

Letter: Intention to Dispose Property



Msunduzi Municipality
Economic Development Business Unit
Greater Edendale, Vulindlela Development Initiative (GEVDI)

Cnr of F.J Sithole & Sutherland Road
IMBALI
4503



Date:.....

Attention: Dr R Ngcobo

Dear Sir,

RE: CONFIRMATION OF INTENTION TO DISPOSE OF IMMOVABLE PROPERTY

I, the undersigned, being the registered owner of.....
[insert property description] hereby confirm my attention to sell the above mention property to the Msunduzi Municipality and for the purpose of the redevelopment of the Greater Edendale area.

I confirm that I am aware and have been advised that the process that will follow is as follows:-

1. The Municipality's officials and/ or duly authorised agents will attend on the above property for the purpose of collecting and relevant information relating to the acquisition of the property including but not limited to particulars of all persons who are currently residing either lawfully or unlawfully on the said property and I hereby consent to the said land for this purpose;
2. The said Municipal representative will then compile and present a report to the Land Acquisition Committee for the Edendale Project;
3. The Land Acquisition Committee will then make a decision as to whether or not the land is to be acquired under the said programme;
4. In the event that the committee decides to pursue the acquisition of the said land, the committee will appoint two Valuers in order to determine a fair market value for the property;
5. Once in receipt of the said valuation, the committee will appoint a representative who will then facilitate a meeting with myself, as owner and in order to negotiate a purchase price for the property based on and in an amount equal to the higher of the two valuations acquired;

6. Provided I am prepared to sell the property, I will then be required to enter into a written purchase and sale agreement in respect of the sale thereof.

Full Name of Owner:

Identity Number:

Marital Status:

Contact Details:

Date Received by Official:..... Official Signature.....

DOCUMENTATION:	CHECK:
Contact Telephone Numbers [cell and landline]	
Residential Address	
Postal Address[PO Box]	
Copy of ID document	
Copy of Title Deed	
In the case of a Deceased Estate, Death Certificate	
If required, will of Testament	
In the case of Multiple Ownership, a letter of permission/intention to sell the property from all stakeholders	

Appendix 7

Land Acquisition

Schedule of Cost Centres for Edendale Initiative [March 2013 to 2016]



CODE	COST CENTRE	BUDGET Mar 13 to 16	End June 2014	2014/2015	2015/2016	Comments
1.	Project Set-up	R0				
2.	Detailed Programme and Approval	R 131 619				
3.	Data Management	R928 043				
4.	Establish Financial System and Financial Reporting	R 410 298				
5.	Cadastral/SG Rectification	R 360 000				
6.	Cadastral Update	R 272 200				
7.	Deeds office Info Rectification	R 360 000				
8.	Deeds office Update	R 99 958				
9.	Workshops	R 37 986				
10.	Sales Admin Incl. Valuers And Pre- Conveyancing	R 4 969 688				
11.	Expropriation Admin	R 122 996				
12.	Deceased Estate Support	R 83 806				
13.	Co-Ordination & Reporting	R 2 436 985				
14.	Land Audits	R 2 154 293				
15.	Valuation & Conveyancers Panel	R 30 000				
16.	Disbursement Incl. Travel	R 123 324				
17.	Data Recording-Valuation Packs	R 139 999				
18.	Cadastral Historical Townships Rectification/ Clean-Up	R 100 000				
19.	Cost Estimating Of Proposed Project Areas	R 0				
20.	Develop Computerised Application	R 0				
21.	GIS Project Support	R 1 172 479				
22.	State Land Matters	R 539 970				
23.	Expropriation Of Overlapping Tenure Rights	R 1 080 000				
24.	Tenure Conflict	R 1 080 000				
TOTAL		R 16 633 642				

Appendix 8

GEVDI: Towards a Work Programme Local Economic Development



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
CATALYTIC LED PROJECTS:				
1.	Edendale ICT Hub	• Business and Implementation Plan complete.		
2.	Noshezi Forest Community Project	• Property has been leased by Council		
3.	Edendale Freight Village	• Feasibility Study Complete.		
4.	Nguni Cattle Project	• Land has been identified in Willowfontein to house the Nguni Cattle and Project Planning is underway.		
5.	Ekhorsini Livestock Market	• Due to circumstances, new project site has yet to be finalized.		
TOURISM DEVELOPMENT INITIATIVE:				
6.	Edendale Waterfall Project	• Land surrounding waterfall now purchased by municipality		
7.	Development of Edendale Tourism Trail	• Comprehensive Feasibility Study grants application underway.		
8.	DCO Matiwane Project	• Stakeholder engagement underway.		
9.	Rehabilitation of Msimang House	• Appointment of Consultants underway. • GEVDI – designed overhead protective structure.		
10.	Establishment of Mandela Museum	• Funding to be sourced for new hall. • Commemorative Statue has been erected in front of existing hall. • Incorporate as part of UNS Precinct		
11.	Gerard Bhengu Museum	• Draft Implementation Plan		
12.	Dlulisumlando Heritage Project			
13.	Moses Mabhida Reburial- Hero's Acre			
URBAN AGRICULTURE DEVELOPMENT PROGRAMME:				
14.	Edendale Urban Agricultural Development Strategy	• Study has been concluded and adopted by Council.		
15.	Establishment of Market Gardens and Agricultural Center	• Implementation of Project underway.		

NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
SKILLS, DEVELOPMENT AND TRAINING:				
16.	SLOT – Expansion Programme			
17.	Edendale Urban Agriculture: Training Needs Assessment and Skills Development Plan			
18	Imbali Education Precinct			
19	Business Skill Development & Training Programme			
BUSINESS RETENTION AND EXPANSION:				
20.	Black Business Supplier Programme			
21	Business Support Programme			
ANCILLARY PROGRAMMES:				
22	Establishment of SMME Incubator: Imbali			
23	Waste & Recycling Project			

Appendix 9

GEVDI: Towards a Work Programme Spatial and Physical Planning



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
SPATIAL DEVELOPMENT FRAMEWORK				
1.	Spatial Development Framework [SDF]	<ul style="list-style-type: none"> Review of Edendale Sdf Status Quo complete 	<ul style="list-style-type: none"> Conceptual Framework Framework and Implementation Plan Public Participation Process 	Dec 2014
LOCAL PLANS:				
2.	Edendale Corridor Framework Plan	<ul style="list-style-type: none"> Study has been completed. 		
3.	Edendale/Northdale Corridor Study	<ul style="list-style-type: none"> Study has been completed. 		
4.	Physical Development Framework [PDFs]	<ul style="list-style-type: none"> PDFs for Dambuza, Plessislaer, Caluza and Georgetown are complete. PDFs are currently being reviewed by GEDI Planning Unit. 		
5	Revitalization Plan – Old Edendale Road			
6	Imbali Educational Precinct			
7	Ward Priority Development Plans			
NATIONAL TREASURY: NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT [NDPG] PROJECTS:				
8	Urban Network Strategy & Precinct Plan			
9.	Imbali Mixed Use Investment Precinct	<ul style="list-style-type: none"> Consultants were appointed to produce an Urban Design Framework, Business Plan and Retail Sector Study for Imbali ABM Area. 		
LEGISLATIVE COMPLIANCE:				
10.	Land Use Management System [LUMS]	<ul style="list-style-type: none"> Compliance with SPLUMA Project program currently being drafted. 		
11.	Edendale Extension of Town Planning Scheme	<ul style="list-style-type: none"> Once LUMS process is complete, will the formal extension of the City TPS be investigated. 		

NO	PROJECTS/ INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
RELATED PLANNING INITIATIVES:				
12	Business Plan: Provision of Community Facilities			
13.	Land Audit	<ul style="list-style-type: none"> • Program is underway • Pro-forma circulation documents finalized • Vacant sites currently being identified 		
14.	Land Use Survey	<ul style="list-style-type: none"> • Site by site investigations complete • Land usage double checked • Information has been captured on GIS into various categories 		
15	GIS, Web Design and Maintenance	<ul style="list-style-type: none"> • Continual updating of information and layers on GIS • Web based system in progress with workshops being held on various occasions 		
16	Special Consent & Building Plans			
SPECIFIC PLANNING PROJECTS				
17	Edendale Hospital: Extension and Upgrade			

Appendix 10

GEVDI: Towards a Work Programme Human Settlements



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
HOUSING STUDIES, POLICY AND RESEARCH				
1.	Municipal Housing Sector Plan			
2.	Establishment of Social Restructuring Zones	<ul style="list-style-type: none"> • Social Restructuring Zones have been identified within the City and outlying areas 		
PLANNED HOUSING PROJECTS:				
3.	Municipal Housing Programme [Edendale]			
INFORMAL SETTLEMENT UPGRADE:				
4.	Establishment of Five Priority Housing Projects	<ul style="list-style-type: none"> • Twelve projects originally identified. • EXCO approval of five projects as priority. • Preliminary layout designs for all five areas complete and digitized. 		
SPECIAL INITIATIVES				
5.	Shenstone Ambleton [City with a City concept]			
6.	Revitalization Plan - Georgetown			

Appendix 11

GEVDI: Towards a Work Programme
Social Equity and Community Development



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
COMMUNITY DEVELOPMENT AND PARTICIPATION:				
1.	Edendale Poverty Reduction Profile & Strategy Framework			
2.	Community Based Planning			
3.	Ward & Community Profiles			
SKILLS AND ORGANIZATIONAL DEVELOPMENT:				
4.	Early Childhood Development			
5.	Constitution and Registration of CBOs/NGOs			
6.	Community Development Learnership			
7.	Youth Development & Capacity Building			
8.	Quality School Project			
CULTURAL HERITAGE:				
9.	Cultural Projects			
10.	Photographic Exhibition			
11.	Oral History Program			
12.	Nelson Mandela Speech Day			
13.	Edendale School Choir and Music Festival			
COMMUNITY FACILITIES AND PROJECTS				
15	Proposed swimming pool: Caluza			
16	Sports and indoor facilities			

Appendix 12

GEVDI: Towards a Work Programme Good Governance & Partnership



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
INSTITUTIONAL DYNAMICS: GEVI				
	GEVDI – Business Case and Strategic Plan			
	Service Delivery and Budget Implementation Plan			
	5 Year Score Card			
MARKETING GEVDI				
	Development and Marketing Portfolio			
	Intervention measures as per the Communication Strategy and Liaison Plan			
PARTNERSHIP AND FUNDRAISING				
	Department of Human Settlement			
	Department of Rural Development and Land Reform			
	Midlands Innovate Development Initiative			
	NDPG			
INSTITUTIONAL SUPPORT				
	Councillor Capacity Building			
	Ward Development Challenges & Priority Issues			
	Establishment of Ward Councillors Forum			
	Establishment of Edendale Development Trust			

Appendix 13

GEVDI: Towards a Work Programme
Environmental Services & Sustainability



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
ENVIRONMENTAL MANAGEMENT FRAMEWORK [EMF]:				
	Environmental Management Framework			
	Strategic Environmental Assessment [SEA]			
	INR: Greater Edendale Environmental Assessment			
	Edendale Flood line Study			
	Dambuza Donga Rehabilitation Program			
	Hydrological Study for all River Catchments in the City			
	Establishment of Edendale Central Park			
	Alien Vegetation Eradication			
	Edendale Greening Program			

Appendix 14

GEVDI: Towards a Work Programme Infrastructure Provision & Services



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
INVESTIGATION AND REPORTS				
	Investigation Report on Services and Infrastructure			
	Geotechnical Study: Edendale Corridor and others			
PLANNED INFRASTRUCTURE				
	Table of Expenditure: Municipal Capital Projects			
	Pedestrian Bridges Projects			
	Infrastructure Verification			
MAINTAINENCE AND SERVICES				
SPECIAL PROJECTS				
	IRPTN			

Appendix 15

GEVDI: Towards a Work Programme
Land Acquisition and Land Legal Matters



NO	PROJECTS - INITIATIVES	DESCRIPTION AND STATUS	COMMENTS AND ACTIVITY SCHEDULE	TIME SCALE
LAND ACQUISITION AND LAND LEGAL MATTERS:				
	Land Acquisition Programme			
	Expropriation of deceased estates			
	Land Legal Issues – Private Road Reserve			
	Upgrade of land tenure			
	Transfer of state land to Municipality			
	Tenure Conflict			
	Tenure Rectification			

Appendix 16

Greater Edendale Development Trust Focus Groups



In 2003 Msunduzi Municipality applied for funding from Urban Management Programme and United States Agency for International Development for the development of a Poverty Reduction Strategy in the Greater Edendale Area. The Built Environment Support Group was contracted by Msunduzi Municipality to facilitate the development of the strategy. The Strategy resulted in the establishment of the Greater Edendale Development Forum and in the absence of funding and support the Forum was brought to a close. An opportunity exists to revive the initiative under a Development Trust [supported by GEVDI] with the following focus areas:

Food Security and Environmental Focus Group

- Vegetable nurseries
- Vegetable gardens Seven Days war monument at Mountain Nyonithwele
- Celebration of environmental special days
- Recycling project
- Community-based maintenance and environmental management programme
- Rehabilitation of wetlands
- Fish farming
- River cleaning
- Esigodini waterfall rehabilitation
- Alien plants eradication

Education and Training Focus Group

- Training of auxiliary social workers and community development workers
- Ubuntu / Alternative to Violence training of facilitators
- Indigenous knowledge development
- Career advice centre
- ICT training programme
- Promotion of learnership for skills development and accreditation
- Gender education and training

Social Services Focus Groups

- Programmes against drugs and alcohol abuse
- Social services awareness raising programme
- Feeding schemes

Health Focus Group

- Facilitating establishment and training of HIV/AIDS Support Groups
- Helping support groups to develop fund-raising proposals
- Advocacy and lobbying for home-based caregivers
- Facilitating networking among Health Support Groups

Safety and Security

- Alternative to Violence training programme
- Promotion and training of community policing forums
- Multi-stakeholder partnerships against crime
- Safety and security skills training

Appendix 17

IDP 2014/15

Greater Edendale: Project List



AN ACCESSIBLE AND CONNECTED CITY

- Road and rail infrastructure backlogs are reduced such that 90% of communities have access to road and rail services.
- 100% compliant with roads infrastructure management plan.
- 90% of Msunduzi residents can get to work within 45 minutes.
- Reliable public transport services are available 24 hours per day, with accessibility every 15 minutes to key activity nodes.
- 90% of travels in morning peak periods comprise walking, cycling or energy efficient public transport.
- 90% of households have access to telecommunications and high-speed broadband more cheaply and cost effectively.
- 100% of indigent households have free access to telecommunications and high-speed broadband.
- 100% of businesses, government departments, and schools have easy access to business-grade and bi-directional high-speed broadband.
- Telecommuting reduces conventional energy usage by 20%.
- 90% of communities have adequate social infrastructure within a 30 minute walk or ride.
- 100% of business centres are supported with appropriate community recreational and meeting facilities including health and educational facilities.
- 100% of social infrastructure delivery complies with national standards regarding minimal environmental impact.

A FRIENDLY, SAFE CITY

- Civic engagement increases so that 100% of residents, regardless of racial, class, religious, or political categories, can enjoy an active role in decisions that affect their city.
- 80% of community police forums are accessible and accommodated in safety centres within a 30 minute walk or ride for all residents.
- The entire Msunduzi Municipal area is monitored through CCTV camera system.
- 100% of the city-wide area is monitored by law enforcement officials (traffic wardens, traffic officers, security officers, city police, peace officers, and inspectors).

STRATEGIC PRIORITY A FINANCIALLY VIABLE AND WELL-GOVERNED CITY

- Optimal Financial Service.
- Efficient collection of revenue through Municipal Property Rates.
- 100% effective administration complying with its legal mandates.
- Effective fleet management to ensure resource availability for service delivery.
- To maximize the disaster resilience of Msunduzi through coordination of all pre-disaster risk reduction – as well as post disaster response activities within a framework of sustainable development.
- Installing New Cremator at Creme One
- Refurbish plant room and building Berg Str. pool

WELL SERVICED CITY

- 100% of all households have a municipal water connection to the yard level.
- 70% of all households have water-borne sanitation.
- 30% of all households have the basic minimum of Ventilated Improved Pit-latrines VIPs.
- To Reduce Non-Revenue Water and Real Water Losses to 20% and 15% respectively.
- To reduce the amount of water service interruptions from 1684 per annum (2011/2012) by 80% to 336 bursts per annum and respond to 100% of service interruptions within 8 hours.
- To reduce sanitation service interruptions from 2499(2011-2012) per annum by 80% to 500 per annum and respond to 100% of sanitation blockages within 8 hours.
- Disruption to energy supply is minimised to 6 hours in 100% of incidents.
- Electricity supply keeps pace with expected growth of 4% per annum.

- 100% of households have basic electricity supply.
- 100% of municipal households are fitted with solar water heating geysers.
- 100% of households are rendered a waste collection and disposal service once a week.
- 100% of businesses are rendered a waste collection and disposal service at least twice a week
- 50% recovery rate of recyclable materials through source separation at households and public sector offices, and treatment of organic waste.
- Construct waste containment berms, access roads, rehabilitation of perimeter roads, fencing of perimeter of site, construct wet-weather facility, and install stone drainage layers on site, clay-cap side slopes of berms.

A CLEAN, GREEN CITY

- 30% of Msunduzi's electricity demand is met by renewable sources.
- 20% of liquid energy is derived from bio-fuel.
- 50% of new commercial or industrial development incorporates some form of renewable energy technology usage in its design and construction.
- 80% of new human settlement development incorporates some form of renewable energy technology usage in its design and construction.
- 100% of building plans approved have due consideration for energy efficiency.
- 100% of residents are within a 15 minute walking distance to facilities within the city's public, open, and green space network.
- 100% residential, commercial, and industrial precincts incorporate green spaces.
- 100% of roads in former black townships and major arterial roads in rural areas are tarred.

AN ECONOMICALLY PROSPEROUS CITY

- Unemployment in the city is reduced to 15%.
- The Municipality has competitive business incentive packages to attract new businesses and drive expansion.
- Municipality has 100% of skills required for the local economy.
- Reduce the percentage of economically inactive youth to 5%.

PROJECTS

- MIG - upgrade of gravel roads - Willowfontain Roads
- MIG - Horse Shoe Access Rd and passages in Imbali Stage 1 & 2
- MIG - upgrading of gravel rds - EDN - Ward 12 - Moscow Area Rds
- MIG - upgrading of roads in Edendale - Kwanyamazane Roads
- MIG - upgrading of roads in Edendale - Route 7b
- MIG - upgrading of gravel roads - Edendale - Ward 16
- MIG - upgrade gravel roads in Edendale In Esigodini
- MIG - upgrading of gravel roads - Edendale - Station Rd
- MIG - rehabilitation of roads in Ashdown.
- MIG - upgrading of gravel roads - Edendale - Roads in unit 14/unit P - design
- MIG - upgrading of gravel roads - Edendale - Machibisa / Dambuza Rds
- MIG - upgrading of gravel roads - Greater Edendale - Ward 17 Roads
- MIG - upgrading of roads in Peace Valley - (plan & design in 2014/15) - 10km
- MIG - upgrading of gravel roads - Greater Edendale - Ward 17 roads (phase 3, unit 13)
- MIG - upgrading of gravel roads - Edendale - Dambuza main road major swd upgrade
- MIG - upgrading of gravel roads - Greater Edendale - Georgetown & surrounding area
- MIG - upgrading of gravel roads - Greater Edendale - Caluza Roads
- MIG - upgrading of gravel roads - Greater Edendale - Ward 10 roads - stormwater upgrade
- MIG - upgrading of gravel roads - Greater Edendale - Snathing Rds - 5.0km - (Mvubu rd - 0.3km, Gudlintaba Rd - 0.4km, Gudlintaba 2 Rd - 0.4km, Mpompini Rd - 0.6km, Khoza rd - 0.8km, Magaba Rd - 0.8km and Hlathini ext rd - 2.0km).
- MIG - upgrading of gravel roads - Greater Edendale - Harewood Area
- MIG - upgrading of gravel roads - Edendale - ward 22 - 8,4km roads - storm-water drainage provision.
- Ashdown bank protection against collapsing of adjacent houses - p15
- MIG -upgrade SWD in Greater Edendale - flooding houses in Siyamu

- MIG - upgrade of bridges - pedestrian bridge over river - Smero/Esigodini
- MIG - Woodhouse pedestrian bridge
- MIG - bus stop shelters
- MIG - rehabilitation of public ablutions
- MIG - landfill upgrade
- MIG - sanitation infrastructure feasibility study
- MIG - rehabilitation of sanitation infrastructure
- MIG - sewer pipes unit H
- MIG - sewer pipes Azalea - Phase 2
- MIG - elimination of conservancy tanks - (sewer)
- MIG - service midblock eradication in Sobantu, Ashdown & Imbali (sewer)
- MIG - regional athletic track sport complex
- MIG - high mast lights in Vulindlela & Greater Edendale
- MIG -reduction of non revenue water.
- Ward 16-Multi-Purpose Hall
- Ward 18-Community Hall
- Ward 13-Community Hall : Slangspruit
- Pedestrian Bridge-Willow Fountain Pedestrian Bridge
- Buildings (Heroes Acre Development)
- Unit 18 Community Hall
- Caluza Sports Hall
- Gijima KZN LCF II Programme
- SMME Training (DEDT)
- Upgrading of gravel roads - Edendale - Mbanjwa Rd - 2,0 km
- Upgrading of gravel/gravseal roads - Edendale - Tafuleni Road - 1.2 km
- Upgrading of gravel roads - Edendale - ward 16 - 8,0km - Senti Rd, Sbhomo Rd, Khawula Rd - Dambuza area - Thulani Rd - unit J
- Upgrading of gravel roads - Edendale - station road [next to Georgetown high school] (raise & widen the bridge with associated roadworks)
- Rehabilitation of roads in Ashdown
- Upgrading of gravel roads - greater Edendale - Imbali BB - phase 2: new road next to Zondi store, Kancane rd, Sibukosizwe Rd rading of gravel roads - Edendale - Machibisa / Dambuza Rds - phase 2
- Upgrading of gravel roads - greater Edendale - Caluza roads
- Edendale proper new mains & reticulation
- Shenstone Ambleton sanitation system
- Upgrade of gravel roads – Willowfountain Road – Main Road, Phioha Road, Premier's Road
- The Richmond Pipeline (Wards 13 and 18 in Msunduzi Municipality and Wards 1, 3, and 4 in Richmond Municipality)
- '61 Pipeline: Richmond Off-Take to Umlaas Road (Wards 18, 24, and 37 in Msunduzi Municipality).
- '61 Pipeline: ED2 to Richmond Off-Take (Wards 13, 23 and 24 in Msunduzi Municipality).
- Edendale Proper New Mains & Reticulation
- Shepstone Ambleton Sanitation System
- High Mast Lights In Vulindlela & Greater Edendale

Appendix 18

IDP 2014/15
Informal Settlements



Name	No. of Structures	Area	Action
			Upgrade Relocation
Bantine Place	32	Edendale/Imbali	Relocate
Slangspruit -unit FF	123	Edendale/Imbali	Upgrade
Crosby Farm	111	Edendale/Imbali	Upgrade
Willowfontein -- Papa/Terminus	360	Edendale/Imbali	Upgrade
Willowfontein -- KwaKuswayo	178	Edendale/Imbali	Upgrade
Willowfontein - Bulwer	380	Edendale/Imbali	Upgrade
Edendale BB	175	Edendale/Imbali	Relocate
Edendale unit T	70	Edendale/Imbali	Relocate
Willowfontein - Quarry	74	Edendale/Imbali	Relocate
Edendale J2	141	Edendale/Imbali	Upgrade
Qokoloko	22	Edendale/Imbali	Relocate
Edendale priority project		Edendale/Imbali	Upgrade
Edendale priority project	253	Edendale/Imbali	Upgrade
Edendale priority project		Edendale/Imbali	Upgrade
Edendale priority project	87	Edendale/Imbali	Upgrade
Edendale priority project	456	Edendale/Imbali	Upgrade
Edendale priority project		Edendale/Imbali	Upgrade
Edendale PP	137	Edendale/Imbali	Upgrade
Edendale PP	65	Edendale/Imbali	Upgrade
Tehuis- Edendale	103	Edendale/Imbali	Relocate
Gomora - Imbali Cross	183	Edendale/Imbali	Relocate
Below Ashdown- Bakery site	160	Edendale/Imbali	Relocate
Lay Centre	11	Edendale/Imbali	Relocate
Harewood	171	Edendale/Imbali	Upgrade
Mbanjwa Road/ Caluza	81	Edendale/Imbali	Upgrade
Mbanjwa Road/ Caluza	241	Edendale/Imbali	Upgrade
Wadley Stadium	50	Edendale/Imbali	Relocate
Dambuza	70	Edendale/Imbali	Upgrade
Georgetown	112	Edendale/Imbali	Upgrade
Dambuza / Maehibisa		Edendale/Imbali	Upgrade
Smero / Esigodini	141	Edendale/Imbali	Upgrade
Khalanyoni	385	Edendale/Imbali	Upgrade
Shayamoya	173	Edendale/Imbali	Upgrade
Nhlazatshe	222	Edendale/Imbali	Relocate /upgrade
Sinathing	291	Edendale/Imbali	Upgrade
Sinathing adj lot 182	170	Edendale/Imbali	Upgrade

HOUSING PROJECT NAME	2013/14	2014/15	2015/16
Vulindlela	89 500 000	32 100 000	32 500 000
Edendale S Ph 8 Ext.	25 350 000	-	-
Lot 182 S'nathing	8 645 000	-	-
Msunduzi Wirewall	19 500 000	16 250 000	-
Slangspruit Revamp	18 525 000	6 500 000	13 000 000
Copesville	11 736 000	15 750 000	17 000 000
Edendale J2 & Quarry	-	6 000 000	7 000 000
Edendale Bulwer	-	6 000 000	7 000 000
KwaThirty	-	-	7 000 000
Hollingwood	-	-	7 000 000
Khalanyoni	-	-	7 000 000
South East Sector	-	-	7 000 000
North East Sector	-	-	7 000 000
Edendale Priority 5	-	-	7 000 000
Ambleton Ph 3	-	-	8 000 000
Msunduzi National Rectification	14 625 000	16 250 000	32 500 000

Appendix 19

Customer Service Charter

Chapter 1 & 2



CUSTOMER SERVICE CHARTER

PURPOSE OF THE SERVICE CHARTER

This Charter sets out service standards that members of the community can expect to receive when they access our services or contact the municipality and outlines how they can help the organization to meet their expectations in the delivery of first class service standards. Our relationship with our people is governed by our constitutional and legislative as well as policy obligations.

INTRODUCTION

The Msunduzi Municipality as a Local Government is mandated by the Constitution of the Republic of South Africa to:

- *Provide democratic and accountable government for local communities;*
- *To ensure the provision of services to communities in a sustainable manner;*
- *To promote social and economic development;*
- *To promote safe and healthy environment;*
- *To encourage the involvement of communities and community organisations in the matters of local government.*

The Constitution compels municipalities to strive, within their financial and administrative capacity, to achieve these objectives. Municipalities must also structure and manage their administration, budgeting and planning processes in a manner that gives priority to the basic needs of the community and promotes social and economic development.

YOUR CONSTITUTIONAL RIGHTS

The Municipality has the primary duty to realise socio-economic rights, the Constitution imposes a duty to respect, protect, promote and fulfil all the rights in the Bill of Rights. Human rights are grouped into two broad categories. The first category comprises the so-called civil and political rights, which guarantee individual civil and political liberties. They include rights such as the right to life, freedom of expression, freedom of association, freedom of assembly, right to vote and freedom of movement, amongst others.

The second category is the economic, social and cultural rights (socio-economic rights). Socio-economic rights are those entitlements and claims that guarantee people's economic and social well-being such as food, shelter, healthcare services, water and a clean and healthy environment. The municipality has a moral and legal duty to ensure that all people have access to these basic goods and services.

Accountability, openness and responsiveness give the community a role in managing the municipality. It opens up communication between the community and the municipality, thereby averting possible disagreements. Members of the community should be able to make complaints based on actual information obtained from the municipalities to better exercise their rights. They cannot, however, get accurate information unless the Municipality makes decisions in an open and transparent manner. In addition to this, members of the community should be enabled to Participate in decision-making processes.

MUNICIPAL SYSTEMS ACT

RIGHTS OF MEMBERS OF THE COMMUNITY.

To reinforce accountability, openness and responsiveness, the Municipal Systems Act of 2000 (Systems Act) creates corresponding rights and duties for the members of the community. Municipalities must ensure that the rights are enjoyed and duties exercised.

In terms of Section 5(1) of the Systems Act, members of the local community have the right-

- (a) through mechanisms and in accordance with processes and procedures provided for in terms of this Act or other applicable legislation to-
 - (i) *contribute to the decision-making processes ... and*
 - (ii) *submit written or oral recommendations, representations and complaints ...;*
- (b) to prompt responses to their written or oral communications ... ;
- (c) to be informed of decisions ... affecting their rights ... ;
- (d) to regular disclosure of the state of affairs of the municipality, including its finances;
- (e) to demand that the proceedings of the municipal council and those of its committees must be-
 - (i) *open to the public, subject to section 20;*
 - (ii) *conducted impartially and without prejudice; and*
 - (iii) *untainted by personal self-interest;*
- (f) to the use and enjoyment of public facilities; and
- (g) to have access to municipal services which the municipality provides, provided the duties set out in subsection (2) (b) are complied with.

DUTIES OF MEMBERS OF THE COMMUNITY.

In terms of Section 5(2) of the Systems Act, Section members of the local community have the duty:

- (a) when exercising their rights, to observe the mechanisms, processes and procedures of the municipality;
- (b) where applicable, and subject to section 97(1)(c), to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality;
- (c) to respect the municipal rights of other members of the local community;
- (d) to allow municipal officials reasonable access to their property for the performance of municipal functions; and
- (e) to comply with by-laws of the municipality applicable to them.

Since local government is the sphere of government closest to the people, municipalities are the key to successful service delivery. Municipalities are bound by the obligations in the Constitution to respect, protect, promote and fulfil the different socioeconomic rights.

THE PROMOTION OF ADMINISTRATIVE JUSTICE ACT

The Municipality is committed to acting fairly in its decision making processes thereby fulfilling its obligation to the Promotion of Administrative Justice Act (PAJA). The PAJA:

1. Sets out the rules and guidelines that our administrators must follow when making decisions;
2. Requires that our administrators to inform people about their rights to review or appeal and their right to request reasons;
3. Requires our administrators to give reasons for their decisions; and
4. Gives community members the right to challenge the decisions of our administrators in court.

SERVICE STANDARDS

The Msunduzi Municipality commits itself to serve its customers as envisioned by the Batho Pele Principles in the White Paper on the Transformation of the Public Service (1997) as follows:

1. CONSULTATION:

We undertake to consult our customers on the level and quality of services as well as development required to continue to improve living conditions of our communities. In this regard we

- (a) Commit to consult organised formations of labour unions, ratepayers associations, business chamber and other such interest groups and the public in general.
- (b) Hold Mayoral Izimbiso IDP & Budget Roadshows twice a year.
- (c) Publish for public comments, the Draft IDP, Draft Budget and Draft Annual Report or any other document that legislation may prescribe for publication or Council deems it necessary for good governance.
- (d) Members of the public are encouraged to attend the Council and the Executive Committee meetings, Izimbiso, Budget and IDP Processes
- (e) Establish and ensure functionality of Ward Committees.

2. SERVICE STANDARDS

(A) TELEPHONE CALLS

When phoning the offices of the Msunduzi Municipality or our Customer Services offices, we shall ensure;

- all calls are answered within 5 rings.
- calls are answered identifying ourselves and the office
- that the person answering the call is courteous and helpful at all times.
- that the person answering the call extends themselves to assist, or makes a valuable referral.
- that you be issued with a reference number when logging a request or complaint.
- That you are not subjected to unnecessary telephone referrals. There shall be a maximum of two referrals, thereafter the person will take down your details and get back to you and,
- That we contact you within 24 hours, if a message is left on voicemail.

(B) WRITTEN ENQUIRIES / CORRESPONDENCE

- We shall acknowledge both internal and external written correspondence within the stated deadline or 5 working days whichever comes first.
- Where detailed response is required, we will endeavour to respond to enquiries within 10 working days, stating the name of the employee dealing with the enquiry.
- We aim to provide clear and accurate information in response to enquiries.
- In cases of delay, an interim reply acknowledging receipt of the correspondence and explaining the reasons for the delay will be issued within 10 working days.

(C) REPORTS TO COMMITTEES

- Issues that need the approval of any Committee delegated with authority by Council or Executive Committee shall be placed on the agenda of a Committee within 10 working days of notification by the Committee Officer or within 15 working days of the last meeting of that Committee, whichever is shorter.

Any obligations or action items assigned to us by any Committee shall be dealt with within ten working days of such assignment.

3. ACCESS

All Citizens will have equal access to services rendered;

In this regard;

- (a) All offices will be accessible to the physically challenged.
- (b) Discrimination on the grounds of culture, race, gender and sexual orientation will not be tolerated.
- (c) We will strive to make our services equitably available to all citizens including those from disadvantaged communities.
- (d) Treat everyone with consideration and respect by showing friendliness and care when serving a customer.

4. COURTESY

We will endeavour to treat all our customers with courtesy and consideration.

- (a) Customers will be greeted and addressed in a friendly manner.
- (b) Rude, impolite and discourteous attitudes and behaviour will not be tolerated.

5. Information

The Msunduzi Municipality recognizes and is committed to fulfilling its constitutional obligation to;

- (a) Foster a culture of transparency and accountability in its affairs by giving effect to the right of access to information.
- (b) Actively promote an enabling environment in which requesters have effective access to information.
- (c) Put such necessary measures in place to render as reasonably possible for requesters of its records.
- (d) We will publish our approved IDP, Budget, Annual report, SDBIP and customer Service Charter for public information.

Bearing in mind –

That the access to any information held by the City may be limited to the extent that the limitations are reasonable and justifiable in an open and democratic environment based on human dignity, equality and freedom as contemplated in Section 36 of the Constitution and also as specified in Part 2, Chapter 4 of the promotion of access to Information Act.

6. OPENNESS AND TRANSPARENCY

We do recognise that openness and transparency are the cornerstones of our democracy.

- (a) In this regard we will engage our stakeholders / Customers in preparation particularly of our Budget and IDP every year
- (b) Run the Municipality within the spirit of openness and transparency.
- (c) Hold adhoc meetings with local stakeholders as per need

7. Value for Money

We shall endeavor to use public resources efficiently, effectively and economically. In this regard we will;

- (a) Simplify systems, processes and procedures to eliminate wastage and inefficiency.
- (b) Rigorously apply performance management systems to enhance productivity.
- (c) Identify risk areas and manage them carefully
- (d) Endeavour for optimal utilization of resources at our disposal
- (e) Procure goods and services to the best advantage of the Municipality within the applicable statutes.
- (f) Strengthen management and control to prevent fraud, corruption and mal-administration.
- (g) Treat any information on fraud and corruption seriously

8. SERVICE DELIVERY IMPACT

We shall endeavor to assess the impact of our services to the customer on regular intervals and ascertain whether we are achieving our specified objectives. In this regard we will;

- (a) Evaluate the organizational performance based on an annual performance plan on a quarterly basis
- (b) Review the performance of the Municipal Manager and Managers reporting directly to the Municipal manager on an annual basis
- (c) Review the Strategic Plan implementation yearly (IDP Review)
- (d) Prepare the Annual Report as prescribed.

9. REDRESS

We respect the right of citizens to complain if our services are interrupted or unsatisfactory; in this regard we will,

- (a) Make available to our customers, a Call Centre to receive and refer complaints to the relevant departments for action.
- (b) Establish a Rapid Response Team to track redress on service delivery issues and complaints.
- (c) We undertake to investigate and respond to written complaints submitted via the City Manager's office within 10 days of receipt either confirming action has been taken, or committing to attend to the complaint within a particular period or explaining why the municipality is not in a position to attend to the complaint

9.1 COMPLAINTS

- A complaint, in this regard, shall mean an expression of dissatisfaction with a service provided. It shall not be taken to mean fault breakdown of service or other information reports.
- It is the policy of the Msunduzi Municipality that all complaints are dealt with promptly, decisively, in an objective and sympathetic manner following the complaints handling procedure. Any person with a complaint about any of our services is guaranteed that his/her complaint will be taken seriously and promptly investigated.
- We respect the rights of a person to complain if they think they have not received an appropriate level of service.
- The Msunduzi Municipality undertakes that following a complaint, we will acknowledge receipt of the complaint within five (5) days and inform you of the action taken within 30 days.
- If the complexity of the matter requires a longer investigation period, you will be given a revised response time and informed of progress on the matter on an ongoing basis.
- If you are dissatisfied with the response and you think your complaint needs the attention of higher office, please make a written or verbal complaint to the relevant General Manager.
- If there is no response within five (5) working days, you are free to address your complaint to the relevant General Manager
- Complaints handling procedure shall be followed in all cases. Complaints shall be recorded and monitored to assist in improving the quality of service to our customers and identify areas needing improvement.
- General Managers shall be responsible for quarterly management reviews of all complaints and feedbacks to identify system flaws or bottlenecks and to take appropriate action.

9.2 CALL CENTRE

The Call Centre receives all calls related to service interruptions in Water and Sanitation, Roads and Transportation, and Electricity, 24/7. When customers phone the call centre they are provided a reference number for the reported fault that can be used for any future queries relating to that fault. The call centre refers all reported faults to the relevant departments for action.

In case of major disruptions, voice recordings will serve to inform the public of the fault and the expected restoration time. The call centre also has a voicemail facility, whereby customers can leave clear messages, relating to a fault, the physical address of the fault and their name and contact details so that the message can be acted upon.

Telephone number: 0800 001 868.
Email Address: callcentre@msunduzi.gov.za

9.3 RAPID RESPONSE TEAM

The Msunduzi Municipality has established a Rapid Response Team to help facilitate and fast track the resolution of widespread service delivery complaints and further to liaise with the different and relevant stakeholders in the process of crafting collective solutions to the matters raised

Chairperson: Lungisani Kunene 033 392 2714

Speaker of the Council

This office will receive and co-ordinate complaints with respect to the functioning of the ward committees and the councilors. The officials of the Office of the Speaker will direct issues raised at ward committee meetings to the relevant departments.

Postal Address: Private Bag X321, Pietermaritzburg
Contact Number: 033 392 2541

9.4 ULTIMATE REDRESS

The Msunduzi Municipality has made it clear that it wishes to be held accountable. To help citizens to do just that, it has made many avenues available through which redress can be sought;

Office of the City Manager

The City Manager is the Accounting Officer of the Organisation and the Head of Administration.

Postal Address: Private Bag X321, Pietermaritzburg
Contact Number: 033 3922002
Email Address: municipal.manager@msunduzi.gov.za

Office of the Mayor

Postal Address: Private Bag X321, Pietermaritzburg
Contact Number: 033 3922036/7
Email Address: sandile.ngcobo@msunduzi.gov.za

PUBLIC PARTICIPATION



CONTACT NUMBERS:

Area Based Management:

033-392 2714

Speakers Office:

033 3922541

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. IDP is a five year principal strategic plan of a municipality that informs and guides all planning, management and decision making in a municipality. Public participation is a crucial element of the Integrated Development Planning process (IDPs), not least because of the expectation that it strengthens their legitimacy and helps ensure that their content and strategic direction match local needs and realities. Public participation is therefore a legislative requirement in South Africa's IDP processes.

STATEMENT OF AIM:

The IDP unit aims to develop the IDP in a manner that actively engages citizens, and emphasizes the importance of building capacity and allocating resources for community participation.

WE WILL ACHIEVE THIS AIM BY:

- Contributing to **building the capacity** of the local community to participate in the affairs of the municipality and councillors and staff to foster community participation.
- **Strengthening ward committees**, giving them real responsibilities and capacitating them to undertake them;
- Supporting communities to produce **ward plans** (CBP), assisting them with **community-managed funds** to implement these plans;
- Promoting **community-based mechanisms for service delivery**, maximizing volunteer action in all aspects of community life;
- Improving the **accountability** of ward and municipal structures to each other and to the communities they serve;
- Improving the **linkages** between Municipal departments to the communities, and so to service delivery and policy.
- Upholding **mechanisms for public participation**, including IDP Representative Forums, Public Meetings and Izimbizos.
- Establishing and improving the **functionality of the war rooms** city wide

PUBLIC PARTICIPATION WITHIN THE IDP PROCESS:

- We will allocate sufficient time to IDP consultation and participation.
- We will lay greater emphasis on inclusiveness and accountability.
- We will endeavour to help you understand our processes and practices to enable you to participate fully.
- We will use extensive outreach and created institutional arrangements to enable widespread and intensive publicity.
- We will take special steps to create awareness, impart skills and build capacity (both among citizens and officials);
- We will ensure all the necessary documentation is readily available.
- We will ensure that that public meeting times and venues are accessible and convenient.
- We will ensure all meetings are inclusive, with the use of appropriate languages.
- We will ensure that the meetings are well run and facilitated.
- We will ensure that all contributions are documented for consideration without bias.
- We will enable sustained popular involvement in the prioritising, planning and monitoring of public projects & investments.

- We will explain our actions and decisions made.
- We will provide regular, detailed report-backs that speak to the issues and concerns raised at earlier meetings.

In order to make this a reality we must be guided by a series of principles:

- **Inclusivity** - embracing all views and opinions in the process of community participation.
- **Diversity** - In a community participation process it is important to understand the differences associated with race, gender, religion, ethnicity, language, age, economic status and sexual orientation. These differences should be allowed to emerge and where appropriate, ways sought to develop a consensus. Planning processes must build on this diversity.
- **Building community participation** – Capacity-building is the active empowerment of role players so that they clearly and fully understand the objective of public participation and may in turn take such actions or conduct themselves in ways that are calculated to achieve or lead to the delivery of the objectives.
- **Transparency** - promoting openness, sincerity and honesty among all the role players in a participation process.
- **Flexibility** - the ability to make room for change for the benefit of the participatory process. Flexibility is often required in respect of timing and methodology. If built into the participatory processes upfront, this principle allows for adequate public involvement, realistic management of costs and better ability to manage the quality of the output.
- **Accessibility** – at both mental and physical levels - collectively aimed at ensuring that participants in a public participation process fully and clearly understand the aim, objectives, issues and the methodologies of the process, and are empowered to participate effectively. Accessibility ensures not only that the role players can relate to the process and the issues at hand, but also that they are, at the practical level, able to make their input into the process.
- **Accountability** - the assumption by all the participants in a participatory process of full responsibility for their individual actions and conduct as well as a willingness and commitment to implement, abide by and communicate as necessary all measures and decisions in the course of the process.
- **Trust, Commitment and Respect** - Above all, trust is required in a public participatory process. Invariably, however, trust is used to refer to faith and confidence in the integrity, sincerity, honesty and ability of the process and those facilitating the process. Going about participation in a rush without adequate resource allocations will undoubtedly be seen as a public relations exercise likely to diminish the trust and respect of community, to the detriment of any public participation processes.
- **Integration** – that public participation processes are integrated into mainstream policies and services, such as the IDP process, service planning.

AS MEMBERS OF THE COMMUNITY YOU HAVE THE RIGHT;

- to contribute to the decision-making processes of the municipality and submit written or oral recommendations, representations and complaints to the municipal council
- To be informed of decisions of the municipal council.
- To regular disclosure of the affairs of the municipality, including its finances

COMMUNITY ENGAGEMENT

We make every effort to be inclusive and accountable for our organization's decisions and how they are made. We will;

- provide our community with clear and relevant information
- engage our community on issues that affect them
- listen to our community and consider their needs and aspirations
- offer alternative contacts or resources where an issue is not within our control
- provide explanations for our decisions and how community feedback influenced the decision.

YOUR OBLIGATION TO US:

- To understand and exercise your right of participation
- To assume responsibility for the good governance of the City.
- To obtain copies of/ or information about the municipalities Integrated Development Plan and as far as possible seek to understand to objectives set out in the IDP.
- To actively support your Local Ward Committee.
- To attend and contribute at public meetings of the Municipality.

Appendix 20

Press Release Template



Press release template

FOR IMMEDIATE RELEASE

CONTACT: Author's Name, Title School/Department Address Phone Fax Email

One-Line Attention-Getting Title

(City, STATE) Date of Distribution

This is a sample press release. Every release should begin with a short (25 words or less), one-line paragraph that hooks the reader's interest.

The purpose of a press release is to provide newsworthy information to the media. "Newsworthy" means that the information is (1) timely (i.e., has some immediate impact on readers); (2) novel (e.g., the first, the best, etc.); (3) consequential (i.e., a development that will have significant impact on readers); (4) dramatic (i.e., reveals something quirky or colorful about the human condition or character); (5) prominent (i.e., relates to a public figure/organization); or (6) proximate (i.e., affects people living in an area). Contrary to popular belief, newspapers and television stations are not sitting around with empty space to fill, nor do they feel a moral responsibility to write about Yale.

The press release should be a concise (no more than two double-spaced pages), factual, informative, and straightforward piece of writing that describes what you want the public to know. The most important and indispensable information (who, what, when, where, etc.) is located at the beginning of the story; the most expendable is at the end. Make every paragraph, sentence, and word count.

Text in all press releases should be typed in the font "Tahoma, size 10." If you don't have Tahoma, use Palatino, Helvetica, or Times Roman.

If you are unable to stick to the preferred one-page format, end page one with:
(more)

And, add the following heading at the top of page two:

Page 2—Key Words From Title

Otherwise, end the press release with the following symbol:

###

If you are announcing an event, be sure to include accurate information about the time, date, location (including street address and room number), and cost. Proofread, proofread, and proofread. Most media require at least 2-3 weeks lead time to publish your event. If you use a quote, and it's recommended that you do, give it its own paragraph so that the reporter can easily pick it out.

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